



TOWN OF ARLINGTON

Fiscal Year 2021
Town Manager's Annual Budget &
Financial Plan

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Town Manager

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ANNUAL BUDGET & FINANCIAL PLAN FISCAL YEAR 2021
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SECTION I

BUDGET MESSAGE



A Resident's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Annual Budget & Financial Plan document is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This Annual Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Arlington.

THE BUDGET PROCESS

The Town of Arlington is governed by the "Town Manager Act of the Town of Arlington, Massachusetts," by which a popularly elected, five-member Select Board appoints a professional manager to administer the daily operation of the Town. The Town's legislative body is a representative Town Meeting, which consists of 252 members elected from their home precincts. There are 21 precincts in Arlington. The Town Manager is the chief executive officer of the Town, managing the day-to-day business of Town departments.

In accordance with Section 32 of the Town Manager Act, the Town Manager must annually submit a budget to the Select Board and Finance Committee. Arlington has had a long tradition of developing a budget that clearly defines departmental goals and objectives and includes detailed trend analysis and long-term projections. The annual operating and capital budgets are submitted as part of the Town Manager's Annual Budget & Financial Plan. The Finance Committee reviews the Annual Budget January through April when the Committee submits its recommendations to Town Meeting. Town Meeting then adopts both the operating and capital budgets in May. During the fiscal year, budgetary transfers may be made with the approval of both the Select Board and the Finance Committee. Amendments to appropriations must be made by Town Meeting.

It is important to note that the financial and budgetary information presented in the Annual Budget & Financial Plan are projections and are subject to change prior to Town Meeting. For definitions of terms used in the Annual Budget & Financial Plan, see the Glossary at the end of this document.

For past budgets and plans, plus additional financial documents please visit arlingtonma.gov/financial.

BUDGET CALENDAR

July

Fiscal Year begins July 1st

September

Capital Budget requests due to Town Manager

October

Long-Range Plan Updated - Initial Revenue and Expenditure Forecast

November

Operating Budget requests due to Town Manager

January

Budget books distributed to Select Board and Finance Committee by January 15th

January/April

Finance Committee hearings on budget

March

Financial Plan distributed to Select Board and Finance Committee

April

Finance Committee recommended budget submitted to Town Meeting

May

Town Meeting adopts *Operating and Capital Budgets*

June

Fiscal Year ends June 30th



Community Profile

Name: Town of Arlington

Settled: 1635 (as Village of Menotomy)

Incorporated: 1807 (as West Cambridge) Renamed Arlington in 1867

Total Area: 5.5 Sq. Miles

Land: 5.2 Sq. Miles

Water: 0.3 Sq. Miles

Elevation: 46 Feet

Public Roads: 95.27 Miles

County: Middlesex

Population: 42,844 (2010 Census)

Form of Government: Representative Town Meeting

School Structure: K-12

FY2019 Average Single Family Tax Rate: \$11.26 per \$1,000

FY2019 Ave. Single Family Home Value: \$752,184

Coordinates: 42°24'55"N 71°09'25"W

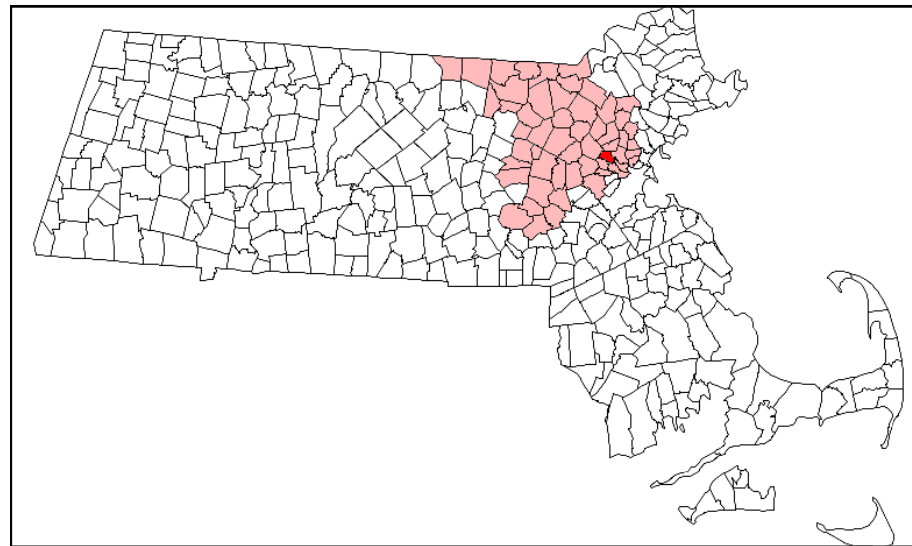
Address:

Arlington Town Hall
730 Massachusetts Avenue
Arlington, MA 02476
Phone: (781) 316-3000
www.arlingtonma.gov

The Town of Arlington is located six miles northwest of Boston and is home to over 42,000 residents living in a compact urban community of 5.5 square miles. Because of its proximity to Boston, Arlington residents are able to enjoy its diverse neighborhoods, active civic life, and good public transportation options. Arlington is more affordable than many of its neighbors and thereby attracts residents who value its geographic location and quality-of-life.

The Town of Arlington was originally settled in 1635 as a village named Menotomy, meaning "swift running water." In 1807, the name was changed to West Cambridge and renamed Arlington in 1867 in honor of the Civil War heroes buried in Arlington National Cemetery.

Arlington, which offers a diverse mix of residential settings and popular retail and entertainment options, has steadily evolved from a working-class community to a more affluent suburban town. Residents have a lot invested in the Town and come to expect excellent municipal services for a reasonable tax bill. The community has a strong history of supporting specific initiatives to improve the quality of these services. This support is evidenced by recent tax override initiatives to upgrade all the school facilities, and to maintain quality services.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Arlington

Massachusetts

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrell

Executive Director



Fiscal Year 2021 Annual Budget & Financial Plan Budget Message

March 30, 2020

To: The Honorable Select Board and Finance Committee

I hereby transmit to you the recommended FY2021 operating and capital budgets and the FY2021-2025 capital plan. The budget as proposed totals \$179,345,344 which is an increase of \$7,406,697 (4.31%) from the current budget. A summary showing a comparison of the FY2020 and FY2021 revenues and expenditures is shown on page 7. The proposed FY2021 budget is available via the Town's online budget tool, Arlington Visual Budget. It can be viewed at arlingtonvisualbudget.org.

FY2020, the current fiscal year, is the first year of a four-year plan that incorporated the Proposition 2 ½ override of 2019 designed to carry the Town's budgets through FY2023. The Select Board adopted a set of commitments which served as the basis for the \$5,500,000 operating override that was successfully passed via a Town-wide ballot measure on June 11, 2019. The Board's commitments and the status of fulfilling them are as follows:

- 1) Exercise fiscal discipline, and provide quality municipal services.
 - a. Commit to no Proposition 2½ overrides for at least four years. – **This budget submission maintains this commitment.**
 - b. Continue to increase general education operating budgets by 3.5% annually. – **This commitment is maintained.**
 - c. Continue to increase general government operating budgets by 3.25% annually. – **This commitment is maintained with a proposed Town budget increase of 3.25%.**
 - d. Continue to fund special education cost growth at a rate of 7% per year. – **This commitment is maintained.**
- 2) Respond to ongoing school enrollment growth pressures. Increase the education budget for future enrollment increases at a rate of 50% of per pupil expenditures. – **This commitment is maintained.**
- 3) Build Arlington's future.
 - a. Phase in funding of the School Committee's Multi-Year Plan to: address the impact of explosive enrollment growth of 27% since 2011; improve instruction; close the achievement gap for high needs students; ensure safe and supportive schools; and attract,



retain, and develop talented staff. Adopt the following schedule of increases to base operating budgets: FY20 - \$600,000; FY21 - \$600,000; FY22 - \$800,000; FY23 - \$800,000. – **This commitment is maintained.**

- b. Improve mobility for all residents, and support the goals of the Town's Complete Streets and Age-Friendly Community initiatives by adding \$250,000 to the base budget for pedestrian infrastructure -- including sidewalk brick removal and repair -- and senior transportation, such investments to be guided by the Town's sustainable mobility planning efforts. – **This commitment is maintained, with \$200,000 for mobility improvements being included in the capital budget and \$50,000 in funding included in the Council on Aging Transportation Enterprise Fund.**

4) Minimize impact on taxpayers, particularly seniors and others with income challenges.

- a. Advance new tax relief programs, including a municipal circuit breaker and increased eligibility for property tax deferral options, and publicize existing relief programs. – **Several programs under this category were approved by Town Meeting in the spring of 2019 and are awaiting approval by the state legislature.**
- b. Remove certain water and sewer debt costs from property tax bills. – **The Select Board has committed to reducing the MWRA Debt Shift in coordination with the issuance of debt related to the Arlington High School Project.**
- c. Pursue new revenue sources. – **This commitment is fulfilled on a year over year basis. Most recently the adoptions of a short term rental tax and adult-use marijuana tax have been approved.**
- d. Work with financial leadership to develop bonding schedules that will minimize single-year tax increases and debt service costs related to the Arlington High School rebuild. – **This commitment is being maintained by the Town's Finance Department.**

5) Protect against future fiscal shocks, and maintain the Town's strong bond rating. Maintain financial reserves at 5% or better for the duration of the four-year plan. – **This commitment is maintained.**

Beyond the investments outlined above, the FY2021 budget proposal is a level service budget that maintains core municipal services (Police, Fire, DPW) at current levels. Targeted investments have been made to address community needs and the details of those changes are discussed on page 8 and beyond.



Continuing to Meet the Needs of a Growing School Population

In its initial implementation, the Growth Factor multiplied the amount of new students as of October 1st each year by 25% of DESE certified per pupil costs (PPC). Beginning in FY2017, this amount was increased to represent 35% of PPC as certified by DESE. For FY2020, this calculation has been increased to 50%. Based on this, the FY2021 budget recommendation is as follows:

	FY 2020	FY 2021	\$ Increase	% Increase
School Additions	\$ 600,000	\$ 600,000	\$ -	0.00%
General Education Costs	\$ 46,381,443	\$ 50,183,324	\$ 3,801,881	8.20%
Special Education Costs	\$ 22,940,836	\$ 24,546,695	\$ 1,605,859	7.00%
Growth Factor	\$ 1,504,860	\$ 700,512	\$ (804,348)	-53.45%
TOTAL SCHOOL BUDGET	\$ 71,427,139	\$ 76,030,531	\$ 4,603,392	6.44%

Growth Factor Breakdown	
FY 20 Enrollment Growth	96
DESE PPC for Arlington	\$ 14,594
50% of PPC for Arlington	\$ 7,297
Growth Factor (50% PPC x 96)	\$ 700,512

Overall, the FY2021 budget proposal is a level services budget that maintains core municipal services (Police, Fire, DPW) at current levels. Targeted investments have been made to address community needs and the details of those changes are discussed on page 8 and beyond. This approach allows the current override period to be maintained through FY2023. However, in FY2024, the Town's structural deficit reemerges and is projected to be approximately \$3.5 million. The Town's structural deficit is discussed in greater detail on page 17 and the Town's Long Range Plan can be viewed on page 24.



Overall General Fund Budget Summary

	FY2019 Budget	FY2020 Budget	FY2021 Budget	Change \$	%
Revenue					
Property Tax	\$ 124,010,977	\$ 133,350,155	\$ 138,039,612	\$ 4,689,457	3.5%
Local Receipts	\$ 9,171,000	\$ 9,871,000	\$ 9,971,000	\$ 100,000	1.0%
State Aid	\$ 20,039,795	\$ 22,481,187	\$ 24,756,821	\$ 2,275,634	10.1%
School Construction Aid	\$ 476,523	\$ 476,523	\$ 476,523	\$ -	0.0%
Free Cash	\$ 4,593,375	\$ 5,559,782	\$ 5,901,388	\$ 341,606	6.1%
Other Funds	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	0.0%
Override Stabilization Fund	\$ 2,786,331	\$ -	\$ -	\$ -	-
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 161,278,001	\$ 171,938,647	\$ 179,345,344	\$ 7,406,697	4.3%
Transfers in (Offsets)	\$ 2,490,562	\$ 2,580,233	\$ 2,642,197	\$ 61,964	2.4%
TOTAL REVENUES	\$ 163,768,563	\$ 174,518,880	\$ 181,987,541	\$ 7,468,661	4.3%
Expenditures					
<i>Municipal Departments Appropriations</i>	\$ 38,214,820	\$ 39,718,054	\$ 40,777,890	\$ 1,059,836	2.7%
<i>Offsets and Indirect Costs</i>	\$ (2,490,562)	\$ (2,580,233)	\$ (2,642,197)	\$ (61,964)	2.4%
Municipal Departments (Taxation Total)	\$ 35,724,258	\$ 37,137,821	\$ 38,135,693	\$ 997,872	2.7%
School Department	\$ 66,253,022	\$ 71,427,139	\$ 76,030,531	\$ 4,603,392	6.4%
Minuteman School	\$ 4,936,724	\$ 5,384,690	\$ 6,113,371	\$ 728,681	13.5%
Non-Departmental (Healthcare & Pensions)	\$ 27,924,645	\$ 29,247,782	\$ 30,780,027	\$ 1,532,245	5.2%
Capital (Includes Debt Service)	\$ 12,857,157	\$ 13,196,044	\$ 16,280,134	\$ 3,084,090	23.4%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 3,691,454	\$ (1,901,658)	-34.0%
Warrant Articles	\$ 1,153,137	\$ 1,186,867	\$ 1,143,499	\$ (43,368)	-3.7%
Reserve Fund & Elections	\$ 1,553,287	\$ 1,604,584	\$ 1,726,724	\$ 122,140	7.6%
Override Stabilization Fund Deposit	\$ -	\$ 2,174,510	\$ 561,040	\$ 0	-
TOTAL EXPENDITURES	\$ 155,995,342	\$ 166,952,549	\$ 174,462,473	\$ 7,509,924	4.5%
Non-Appropriated Expenses	\$ 5,282,659	\$ 4,986,098	\$ 4,882,871	\$ (103,227)	-2.1%
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	-



Departmental Budgets

Departmental operating budgets have been held to a 3.25% increase in accordance with the Long Range Plan, and based on the adjusted FY2020 DPW budget. Five full time positions and 2.14 part time positions have been added to the budget (see personnel chart on page 9). Some of the more significant budget changes include:

Public Works (DPW): +\$298,621

The DPW budget proposes an increase of \$154,806 in solid waste hauling and solid waste disposal as a result of contractual obligations and the addition of staff funding for curbside enforcement. The DPW budget also includes funding for a Systems Innovation Manager (\$79,088) position along with funding for a Permit Engineer (\$69,319) position. The first position will work with DPW divisions to modernize business processes and workflows. The second position will provide a dedicated resource within DPW for managing street opening permits requested and ensuring compliance with the Town's trench maintenance standards.

Health and Human Services (HHS): +\$156,457

The HHS budget includes an incremental increase of \$14,453 in order to make the Diversity, Equity and Inclusion Coordinator's position full-time. This budget also includes partial funding (\$19,000) for the Public Health Director position which had been supported by a revolving fund in previous years. The HHS budget also includes an increase of \$10,000 for rodent control efforts and a \$14,000 increase in funding for mosquito control.

Town Manager: +\$104,057

The Town Manager's budget includes \$32,822 to increase the Public Information Officer to a full time position and \$34,660 to create a part-time position to coordinate responses to public records requests.

Information Technology: +\$154,824

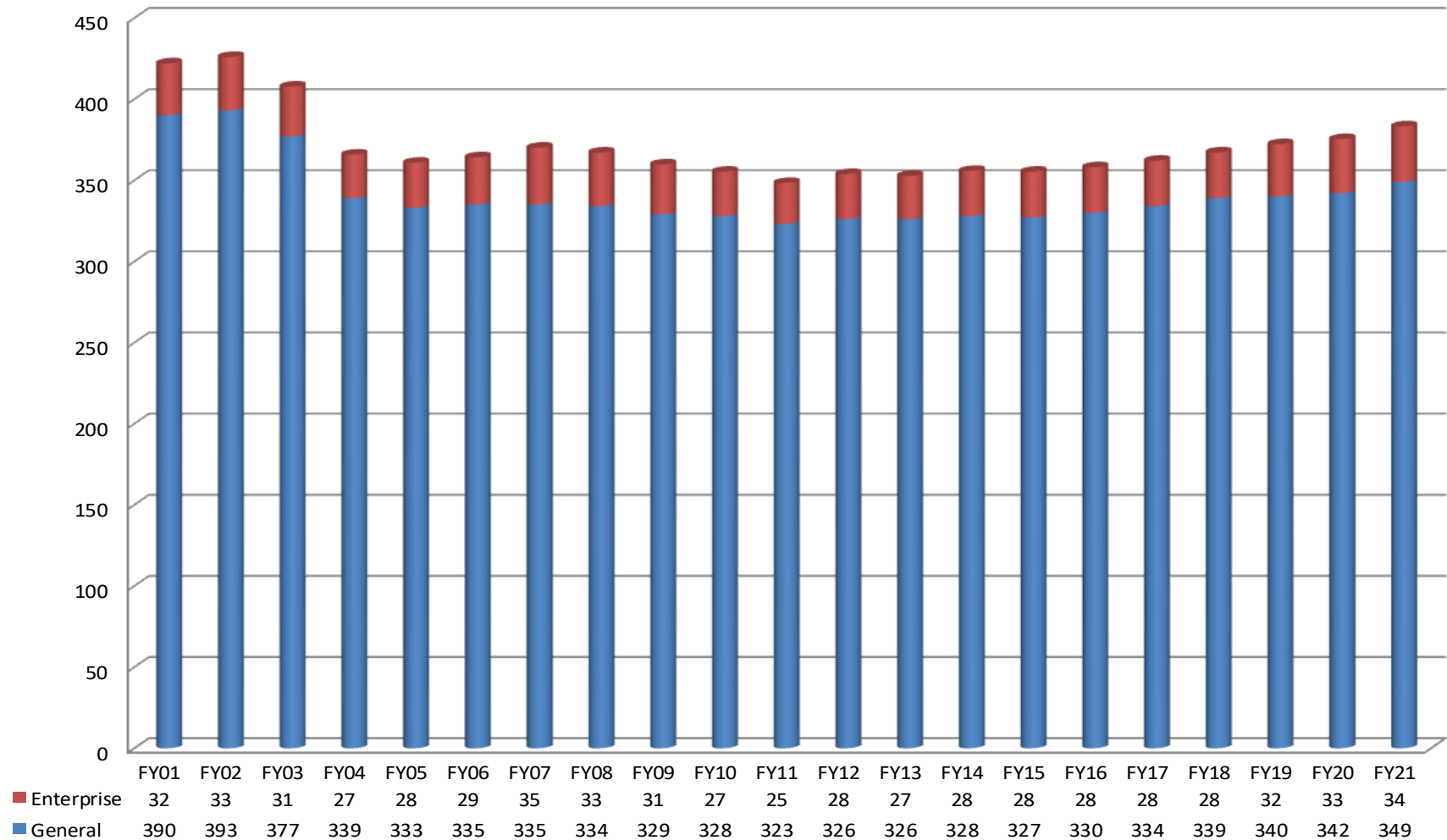
The Information Technology budget includes an increase of \$120,000 in order to move Munis, the Town's enterprise financial software, to become remotely hosted. This budget also includes \$25,000 in order to fund a cyber-security assessment.

Police Department: +\$148,382

The Police Department budget includes \$59,557 for the addition of a new Police Officer position, which would allow for the creation of a second School Resource Officer (SRO) position. This position is being proposed to better serve the growing needs of the School Department.



Town Personnel Trends FY 2001 - FY2021 FTEs





Healthcare/Other Post-Employment Benefits (OPEB)

Healthcare premiums are budgeted to increase by an average of 5.5% in the FY2021 budget. There is also an assumption of an increase in benefit eligible school department employees based on the previously discussed growth factor funding increase, leading to an overall budget increase of 5.7%.

In FY2021, the Town will once again ask for a direct appropriation from the Health Claims Trust Fund into the Town's OPEB Trust Fund. The Town's portion of the Health Claims Trust Fund has an approximate balance of \$1,600,000. The FY2021 recommendation to fund OPEB with \$300,000 from the Health Claims Trust Fund is the eighth year in what is a recommendation to adopt this practice for a ten year period or until the Health Claims Trust Fund is exhausted. This \$300,000 contribution is in addition to the \$636,533 amount otherwise earmarked for appropriation into the OPEB Trust Fund, bringing the total proposed appropriation for FY2021 to \$936,533. The table below provides information regarding the Town's OPEB Trust Fund and OPEB liability.

Town of Arlington OPEB Liability - As of June 30, 2019				
Year	Total Liability	Total Assets	Net Liability	Percent Funded
2018	\$196,579,007	\$12,854,012	\$183,724,995	6.5%
2019	\$20,8493,866	\$14,521,818	\$193,972,048	6.97%

Planning for a Net Zero Future

The Select Board voted on July 16, 2018 to establish a Clean Energy Future Committee. The mission of the Clean Energy Future Committee is to guide the Town of Arlington to a future where, by 2050, net emissions of carbon dioxide and other greenhouse gas emissions attributable to all sources in Town are zero. The Committee shall identify short and long-term energy goals; facilitate research studies, projects and collaborations; enlist the support of residents and businesses; recommend changes to laws and regulations; seek state and local funding; and take any other actions necessary for Arlington to achieve net zero carbon emissions by 2050.

The Clean Energy Future Committee is currently developing a Net Zero Plan to guide Arlington to net zero greenhouse gas emissions by 2050. Work began in early 2019 and the final plan is scheduled for completion by December 31, 2020. Arlington is partnering with the City of Melrose, Town of Natick, and the Metropolitan Area Planning Council (MAPC) on a joint project to develop greenhouse gas inventories and net zero plans for all three communities.



Commitment to Racial Equity

The Town will continue its work with the National League of Cities (NLC) Race, Equity and Leadership (REAL) Division in FY2021. NLC created the Race, Equity, And Leadership (REAL) program to strengthen local government leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions, and build more equitable communities. Working with REAL, the Town has started to train over 60 employees on racial equity and is working to identify instances of institutional racism in Arlington government and work to eliminate them.

In January of 2020, this cohort of 60+ employees participated in a session which provided an introductory overview for town leaders on the history of institutional and structural racism in America. This training equipped Town leaders with a shared language for racial equity, examined existing racial disparities in the Town and its implication for advancing racial equity, and introduced important concepts and tools for organizing and operationalizing racial equity.

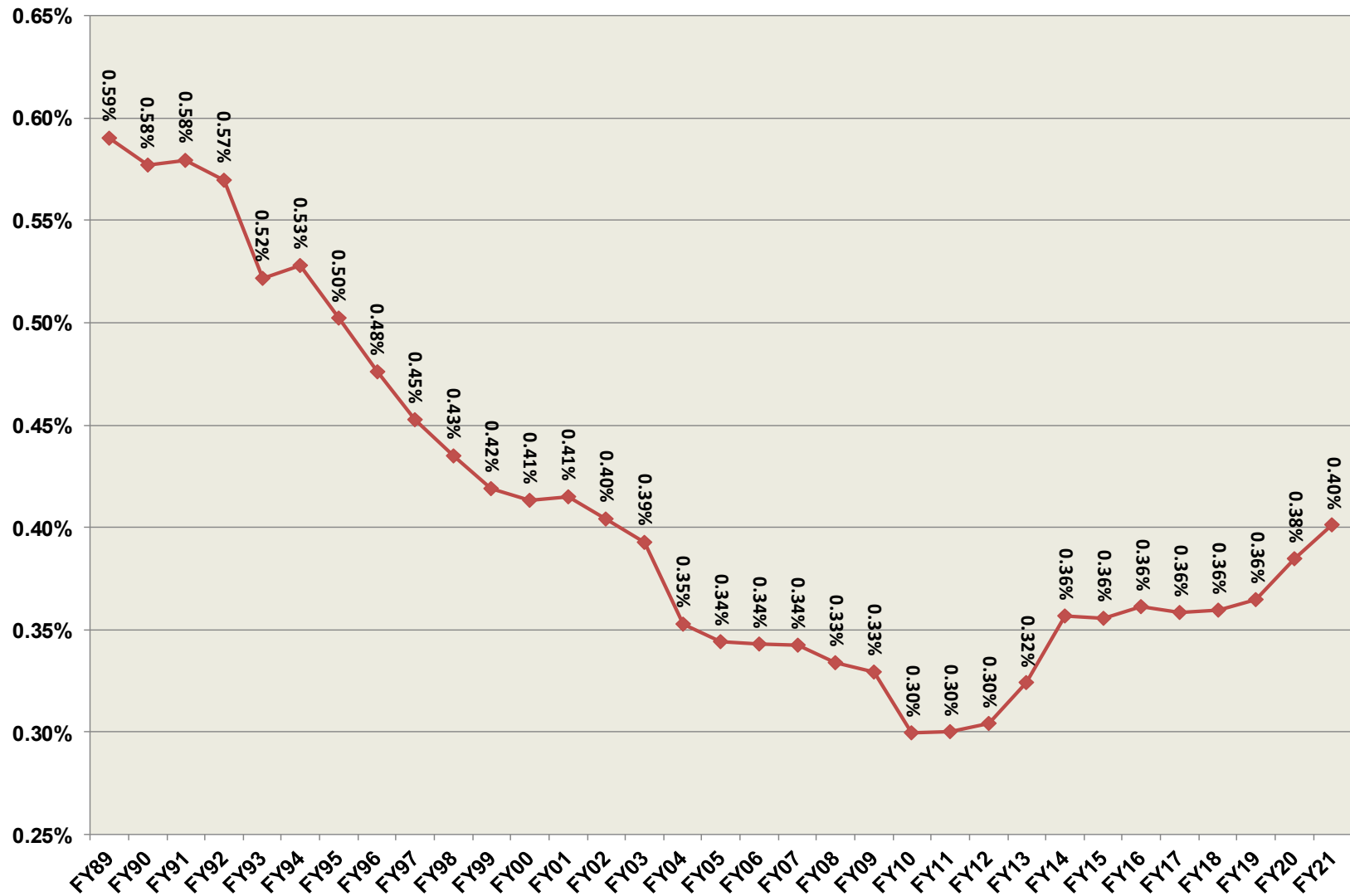
In FY2021, this group of Town employees will:

- Explore the implications and impacts of institutional and structural racism for the Town. Town leaders will spend a significant amount of time learning about how to use a racial equity tool as they explore structural changes to daily operations, budgeting, communications, community engagement, and decision making.
- Review the subject matter identified from the previous training sessions and current issues shared during the sessions. Town leaders will learn and apply the racial equity tool to these priorities and determine an approach for advancing racial equity in the town including the development a racial equity plan.

This work is a key focus for FY2021 and will continue throughout the fiscal year and beyond.



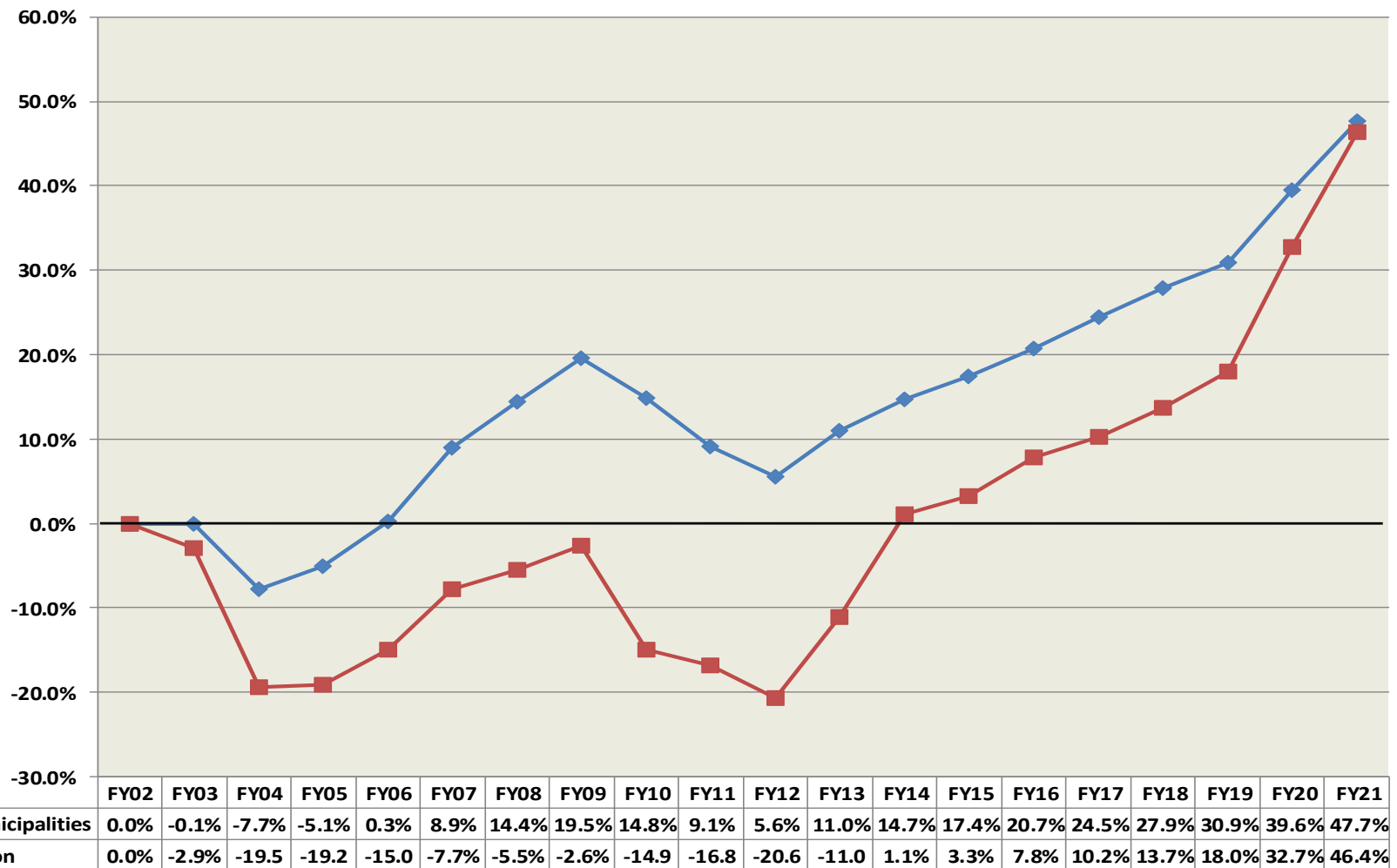
Arlington's Percent of Total State Aid





State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)





Comparative Data

The FY2021 Annual Budget & Financial Plan includes a set of comparable communities that includes Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown, and Winchester. These communities were selected by Town, School, and Union leadership. These communities were identified based on a number of factors including; population, 5 year average municipal growth factor, population per square mile, median income per capita, median income per household, single family median home value, average family tax bill, total tax levy, excess capacity as a percentage of maximum levy, and residential valuation as a percentage of the total tax levy.

There are a number of factors that contribute to Arlington's structural deficit – some common among all municipalities and some unique to Arlington. Some factors particular to Arlington include the fact that Arlington is a densely populated, fully built-out community (see Tables 1 and 2 on page 15). Revenue from growth in the tax base ranks 13 among a group of 13 comparable communities (see Table 3), and remains under the state-wide average. Another indicator of the Town's ability and opportunity to raise revenue is a measure developed by the Department of Revenue called Municipal Revenue Growth Factor (MRGF). It measures a community's ability to raise revenue, taking into consideration a community's tax levy limit, new growth, state aid, and local receipts. As you can see from Table 4, the state-wide average and average of the twelve other comparable communities' MRGF is 4.38 and 4.44 respectively. Arlington's is 3.78, below the comparable communities' and state averages.

Another factor affecting the Town's financial structure is its tax base. The Town's tax base is nearly all residential - the commercial/industrial sector makes up slightly less than 6% of the total. Table 5 shows that Arlington's commercial/industrial tax base ranks 9th out of 13 comparable communities. The average of these communities is 10.71%, almost two times that of Arlington. This affects not only the Town's ability to raise revenue, it places a heavier tax burden on the residential sector as there is almost no commercial/industrial sector with which to share the tax burden. Notwithstanding this, the tax burden, when measured several different ways, is below the average of the 13 comparable communities. In fact, the Town ranks 7th in taxes per capita (Table 6), and 9th in taxes per household as a percent of median household income (Table 7). This is despite the fact that Arlington's tax levy includes more than \$5 million in MWRA water and sewer debt.

A look at how the Town's spending levels impact the Town's financial position shows that the Town's spending per capita is well below the state average and the average of the 13 comparable communities. Arlington ranks 9th out of 13 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is approximately 14% greater than Arlington.

With spending below average for comparable communities, and with revenue growth opportunities below the statewide and comparable communities average, it is clear that the structural problem with the Town's finances lies with the revenue side of the equation as opposed to the spending side.



Table 1		Table 2		Table 3		Table 4	
Municipality	Pop Per Square Mile	Municipality	Households Per Sq Mile	Municipality	New Growth Avg. '16-'18	Municipality	FY2020 Municipal Revenue Growth Factor
1 ARLINGTON	8,808	1 WATERTOWN	4,022	1 WATERTOWN	3.93%	1 WATERTOWN	6.57
2 WATERTOWN	8,748	2 BROOKLINE	3,881	2 NEEDHAM	3.58%	2 NEEDHAM	6.53
3 BROOKLINE	8,735	3 ARLINGTON	3,809	3 BELMONT	1.75%	3 BELMONT	4.86
4 MEDFORD	7,096	4 MEDFORD	2,911	4 MEDFORD	1.65%	4 NORTH ANDOVER	4.54
5 MELROSE	6,011	5 MELROSE	2,542	5 NATICK	1.47%	5 NATICK	4.39
6 BELMONT	5,650	6 BELMONT	2,228	6 READING	1.46%	6 MILTON	4.19
7 WINCHESTER	3,783	7 STONEHAM	1,548	7 BROOKLINE	1.34%	7 MEDFORD	4.15
8 STONEHAM	3,696	8 WINCHESTER	1,378	8 WINCHESTER	1.34%	8 ARLINGTON	3.78
9 READING	2,552	9 NATICK	995	9 NORTH ANDOVER	1.32%	9 READING	3.76
10 NEEDHAM	2,478	10 READING	994	10 MELROSE	1.31%	10 BROOKLINE	3.71
11 NATICK	2,402	11 NEEDHAM	892	11 STONEHAM	1.27%	11 WINCHESTER	3.68
12 MILTON	2,118	12 MILTON	721	12 MILTON	1.25%	12 STONEHAM	3.48
13 NORTH ANDOVER	1,174	13 NORTH ANDOVER	447	13 ARLINGTON	1.17%	13 MELROSE	3.43
Ave w/o Arlington	4,537	Ave w/o Arlington	1,880	Ave w/o Arlington	1.81%	Ave w/o Arlington	4.44
Arlington	8,808	Arlington	3,809	Arlington	1.17%	Arlington	3.78
				State-Wide Ave	2.18%	State-Wide Ave	4.38



Table 5		Table 6		Table 7		Table 8	
Municipality	FY2019 Commercial/ Industrial/ Personal % of Total Tax Levy	Municipality	FY2019 Taxes Per Cap	Municipality	FY2018 Taxes/ Household as % of 2017 median income	Municipality	FY2018 Total Exp Per Cap
1 WATERTOWN	20.77%	1 WINCHESTER	\$4,237	1 NEEDHAM	9.8%	1 NEEDHAM	\$5,175
2 NATICK	20.73%	2 NEEDHAM	\$3,768	2 BROOKLINE	8.2%	2 WINCHESTER	\$5,170
3 NORTH ANDOVER	13.16%	3 BELMONT	\$3,652	3 WINCHESTER	8.0%	3 BROOKLINE	\$4,506
4 NEEDHAM	12.75%	4 BROOKLINE	\$3,310	4 WATERTOWN	7.8%	4 BELMONT	\$4,257
5 MEDFORD	10.30%	5 MILTON	\$2,896	5 NATICK	7.7%	5 NATICK	\$4,010
6 BROOKLINE	10.25%	6 READING	\$2,778	6 MILTON	7.2%	6 WATERTOWN	\$3,776
7 STONEHAM	9.52%	7 ARLINGTON	\$2,764	7 READING	6.7%	7 MILTON	\$3,686
8 READING	7.36%	8 NATICK	\$2,660	8 BELMONT	6.6%	8 READING	\$3,626
9 ARLINGTON	5.45%	9 MELROSE	\$2,183	9 ARLINGTON	6.6%	9 ARLINGTON	\$3,381
10 BELMONT	5.10%	10 WATERTOWN	\$2,074	10 STONEHAM	6.2%	10 NORTH ANDOVER	\$3,312
11 MELROSE	4.69%	11 NORTH ANDOVER	\$2,041	11 NORTH ANDOVER	6.2%	11 MELROSE	\$3,055
12 WINCHESTER	4.35%	12 STONEHAM	\$1,926	12 MELROSE	6.0%	12 STONEHAM	\$3,005
13 MILTON	4.05%	13 MEDFORD	\$1,675	13 MEDFORD	5.8%	13 MEDFORD	\$2,711
Ave w/o Arlington	10.71%	Ave w/o Arlington	\$2,767	Ave w/o Arlington	7.2%	Ave w/o Arlington	\$3,857
Arlington	5.45%	Arlington	\$2,764	Arlington	6.6%	Arlington	\$3,381

**Collective Bargaining and Employee Relations**

All Town and School employee unions have contracts in place through the close of the current fiscal year, FY2021, except the Arlington Police Patrol Officers Association. Bargaining with this union is ongoing.

State Aid

State aid is projected to increase by \$2,275,634 or 10.12% in FY2021. This projected increase based on Governor Baker's budget released in January 2020. That budget increased Arlington's Chapter 70 funding by \$2,003,712 and Unrestricted General Government Aid by \$225,570.

Financial Structure and Outlook

Each year, for several years, the Town has had a structural deficit whereby the growth in revenues has not kept pace with the growth in costs necessary to maintain a level service budget. The annual structural deficit is estimated between \$2.0 and \$2.5 million. As a result of being a built out (further density being the only real growth opportunity) community with limited available growth in its tax base and only recent improvement in its state aid, the Town has had to rely on periodic tax overrides to sustain service levels. Still, in the nearly 40 years of Proposition 2½, there have been only four general tax overrides.

The existence of this structural deficit is what has prompted Town leaders, via the Long Range Planning Committee, to propose the \$5,500,000 operating override (which would be the 4th in 40 years) that was approved on June 11, 2019. This override allows for budgetary and service level until FY2024.

It is also important to note the future financial liabilities associated with the reconstruction of Arlington High School. The project has been approved by the Massachusetts School Building Authority for a maximum cost of \$290,851,820, and was further approved by both Town Meeting and via Town-wide ballot question. The debt exclusion, as approved by the ballot question, projects to have a tax impact on the average single family home in Arlington of approximately \$827 per year.

**Capital Budget FY2021 and Capital Plan FY2021-FY2025**

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2021 funding for the capital budget is as follows:

Bonding:	\$3,458,650
Cash:	\$4,329,512
Other:	\$4,015,984

Our existing non-exempt debt is \$6,426,415 which is consistent with prior debt service projections for FY2021. The total capital budget for FY2021, including debt, is estimated at \$16 million. Major projects to be funded again this fiscal year include street and sidewalk work for approximately \$2.5 million, and water and sewer work for \$2.4 million.

Design and renovation of both the Robbins and the Fox Libraries are part of the FY2021-FY2025 capital plan. Design of the Robbins Library is budgeted at \$1.15 million in FY2023 and construction at \$12M in FY2025. Design for future renovation of the Fox Library is budgeted at \$650,000 in FY2024. Both projects will leverage additional funding sources including Library Trust Funds, the Arlington Libraries Foundation, and Friends Groups.

The capital budget for FY2021 includes nearly \$850,000 in bonding for a supplement to FY2020 funding for two playgrounds as the cost of constructing the two came in well beyond their original budgets. The increased cost of construction labor and materials has forced the Capital Planning Committee to begin considering how to fund the construction of playgrounds in the future as estimated costs and funding estimates are not keeping pace with construction costs.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$4.4 million of recreation, open space, and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Committee has completed its review of final applications submitted for the FY2021 funding cycle and will make recommendations for CPA funding at Town Meeting.



Five Year Financial Plan Projection

The cornerstone of our strategic budgeting process is the long-range financial projection. Based upon analysis of internal and external factors impacting the Town's operations and finances, we have prepared the long-range projection found on page 24. These projections will, of course, have to be modified as events unfold, but we believe that they are reasonable for fiscal planning purposes.

Revenue assumptions include the following:

- **Overall revenues** are expected to increase 4.31% in FY2021. Future year increases range from -3.4% to 3.7%. In FY2024, revenue is projected to increase by only 2.60%. This is a result of projecting to have insufficient revenues that year, because the Override Stabilization Fund will have been depleted. It is anticipated that an operating override will be proposed to avoid this deficit and the resulting cuts to Town and School services.
- **Tax Levy** – The FY2021 tax levy is projected to increase by approximately 3.52%. Future year increases are projected to be between approximately 1.26% and 2.65% per year. New growth is projected at \$650,000 this year. Debt payments for Proposition 2½ debt exempted school projects, minus state reimbursements, are included and amount to approximately \$7,200,000 to \$8,200,000 each year. Beginning in FY2015 property tax payments from Symmes fully covered the Symmes debt and therefore, no funds are needed to be raised on the tax rate to offset Symmes debt service.
- **State Aid** – Based on the Governor's budget, state aid is projected to increase 10.12%. In out years, increases are projected between 1% and 2.9% depending on projected school enrollment growth.
- **School Construction Reimbursement** – MSBA reimbursements will remain at \$476,523 in FY2021, which consist only of reimbursement for the Peirce Elementary School. FY2021 will be the last year of the Peirce reimbursement.
- **Local Receipts** – Local Receipts are estimated to increase by \$100,000 in FY2021 due to projected increases in Motor Vehicle Excise tax. It is anticipated that Local Receipts will continue to grow by \$100,000 annually thereafter.



- **Free Cash** – FY2021 Free Cash use is \$5,901,388, which is 50% of the Town's available free cash balance. For FY2022 and in each subsequent year, \$3,839,266 is proposed to be appropriated. This is of 50% of the ten year average of certified Free Cash.
- **Other Available Funds** – A transfer of \$200,000 from surplus tax abatement overlay reserve funds was voted for FY2021. Transfers of \$200,000 from surplus tax abatement are projected in each year of the plan thereafter.
- **Override Stabilization Fund** – For at least the first six years of the override (FY2012-2018) funds were deposited into the Fund, resulting in an balance of approximately \$26.5 million. In FY2021, \$561,040 will be added to the fund. Drawdowns of \$5.8 million in FY2022, \$10.2 in FY2023, and \$10.8 in FY2024 (which will deplete the Fund) will be needed to close the budget gaps. There will be a budget gap of approximately \$3.51 million in FY2024. It is important to note that these numbers are projections at this time and may vary significantly in future years.

Expenditure assumptions include the following:

- **School Budget** – In FY2017, expenditures were capped at 3.5% for general education costs and 7% for special education costs. However, the FY2015 School Budget included a growth factor that is aimed to offset the expenses attributable to enrollment growth for the previous years. In future years, the growth factor is included in the following year's general education budget, which results in school budget increases ranging from 5.32% to 7.12%. The growth factor is explained in greater detail earlier in the Town Manager's Budget Message.
- **Minuteman School** – In FY2021 the Town's Minuteman Technical Vocational Regional High School assessment will increase by \$728,861 (13.5%). This increase is due to assessments to pay for debt services for the new Minuteman High School construction project and to Arlington's share of the enrollment total. In future years, those capital assessments will continue to increase as the construction project moves forward. Also, in future years, operating increases for Minuteman are projected at 3.5% per year.
- **Municipal Departments** – Expenditures for municipal departments will increase by 3.25% in FY2021 in line with Town policy. Going forward, Town expenditure increases are capped at 3.25%.



- **Capital Budget** – Capital policies call for dedicating approximately 5% of net revenues to capital spending inclusive of non-exempt debt. The Capital Budget fluctuates in future years due to the retirement of exempt debt.
 - **Exempt Debt** – This includes the actual cost of debt service for debt exclusion projects, which include most school projects, except the Ottoson and the Hardy Schools. Exempt debt, also sometimes referred to as Excluded Debt, is debt service that is added to the tax levy above the normal limits of Proposition 21/2.
 - **Non-Exempt Debt** – This debt will fluctuate over the next several years but will average slightly more than \$7 million per year. Some of the recent major projects funded by non-exempt debt include the DPW Headquarters and the Community Center building.
 - **Cash** – In FY2021 \$4,329,512 in cash funded capital projects is included. This amount fluctuates in future years.
- **MWRA Debt Shift** – The amount has been funded at \$3,691,454, two-thirds of the previous year's number. Next year, the figure will be \$1,845,727, and then zero thereafter.
- **Pensions** – In FY2021 the pension appropriation will increase 4.98% and thereafter, increases 6% annually.
- **Insurance (including Healthcare)** – Health care and insurance costs are expected to increase by 5.4%. Employee premiums (GIC rates) increases and decreases varied based on the sixteen different plans offered by the GIC. The overall health insurance rate increase for Arlington is projected to be 5.5%. In outgoing years costs are projected to increase from 5% to 6% per year depending on enrollment growth in the School Department.
- **State Assessments** – In FY2021, the MBTA assessment, which is the largest assessment, will increase by \$20,454 (0.7%). Overall, state assessments will increase by 1.19% and increase by 2.50% annually thereafter.
- **Offset Aid** – Assistance to Libraries will increase \$135.
- **Overlay Reserve** – This reserve for tax abatements is increased in revaluation years, which occur every three years. For the revaluation years FY2022 and FY2024, the reserve is increased to \$800,000. In non-revaluation years it is reduced to \$600,000.



- **Reserve Fund** – The Reserve Fund is budgeted at 1% of operating revenues.
- **Other** – This includes court judgments (\$100,000) and Symmes property taxes reserved for Symmes debt (\$671,950). The estimate fluctuates with actual Symmes debt service payments.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles have been estimated at \$1,143,499 in FY2021 and thereafter held level. It includes the Elections budget, which fluctuates by approximately \$100,000 per year depending on the number of scheduled elections.
- **Override Stabilization Fund** – There is an appropriation into the Override Stabilization Fund of \$561,040 in FY2021 then withdrawals subsequent years.



Conclusion

Every effort has been made to implement all appropriate measures that will maximize the productivity of our organization and deliver the highest quality of services within available resources. Our entire management team has worked collectively to implement creative ways of doing more with less. We remain committed to maintaining the high quality of life our residents expect and deserve.

As the budget process evolves and additional information becomes available over the next few months, the estimates and recommendations contained herein will be adjusted as required. You will then be able to make operating and capital budget adjustments as deemed advisable prior to Town Meeting.

The document presented for your consideration is a product of a great deal of work. Our department heads, second to none in the Commonwealth in terms of professional competence and dedication to their tasks, provided invaluable input and assistance. Members of boards and commissions also offered valuable assistance. In particular, I would like to thank the Select Board for its policy insights and leadership. I am most of all indebted to Sandy Pooler, Deputy Town Manager and Julie Wayman, Management Analyst for the production of this budget document. They deserve special recognition for the quality of the budget document and the information and the data contained herein. Both of these valuable team members spent evenings and weekends assisting in the production of this document.

Respectfully submitted,

Adam W. Chapdelaine

Town Manager

Fiscal Year 2021 Budget



Budget Message

	FY 2020	FY 2021	Dollar Change	Percent Change	FY 2022	FY 2023	FY 2024	FY 2025
I REVENUE								
A. State Aid	22,481,187	24,756,821	2,275,634	10.12%	25,478,959	26,061,274	26,488,176	26,748,137
School Construction Aid	476,523	476,523	0	0.00%	0	0	0	0
B. Local Receipts	9,871,000	9,971,000	100,000	1.01%	10,071,000	10,171,000	10,271,000	10,371,000
C. Free Cash	5,559,782	5,901,388	341,606	6.14%	3,839,266	3,839,266	3,839,266	3,839,266
D. Overlay Reserve Surplus	200,000	200,000	0	0.00%	200,000	200,000	200,000	200,000
E. Property Tax	133,350,155	138,039,612	4,689,457	3.52%	139,777,071	141,637,076	145,392,242	149,181,398
F. Override Stabilization Fund	0	0			5,839,078	10,151,853	10,863,158	0
TOTAL REVENUES	171,938,647	179,345,344	7,406,697	4.31%	185,205,374	192,060,469	197,053,842	190,339,801
II APPROPRIATIONS								
A. Operating Budgets	600,000	600,000	0	0.00%	800,000	800,000		
General Education Costs	46,381,443	50,183,324	3,801,881	8.20%	53,285,770	57,111,631	60,882,587	63,632,774
Special Education Costs	22,940,836	24,546,695	1,605,859	7.00%	26,264,964	28,103,511	30,070,757	32,175,710
Growth Factor	1,504,860	700,512	(804,348)	-53.45%	1,094,550	912,125	598,354	707,809
Net School Budget	71,427,139	76,030,531	4,603,392	6.44%	81,445,284	86,927,267	91,551,698	96,516,293
Minuteman Operating & Capital	4,271,730	4,834,357	562,627	13.17%	5,003,559	5,178,684	5,359,938	5,547,536
Minuteman Exempt Capital	1,112,960	1,279,014	166,054	14.92%	1,279,014	1,279,014	1,279,014	1,279,014
Town Personnel Services	28,552,372	29,465,515	913,143	3.20%	30,423,144	31,411,896	32,432,783	33,486,848
Expenses	11,165,682	11,312,375	146,693	1.31%	11,680,027	12,059,628	12,451,566	12,856,242
Less Offsets Enterprise Fund/Other	2,580,233	2,642,197	61,964	2.40%	2,728,068	2,816,730	2,908,274	3,002,793
Net Town Budget	37,137,821	38,135,693	997,872	2.69%	39,375,103	40,654,794	41,976,075	43,340,297
MWRA Debt Shift	5,593,112	3,691,454	(1,901,658)	-34.00%	1,845,727	0	0	0
B. Capital budget								
Exempt Debt Service	4,321,873	6,968,910	2,647,037	61.25%	6,311,154	6,208,357	6,109,780	6,109,780
Non-Exempt Service	6,512,083	6,573,279	61,196	0.94%	7,433,825	7,442,967	7,254,760	7,381,864
Cash	4,320,995	4,329,512	8,517	0.20%	3,254,837	3,007,689	3,502,859	3,997,841
Offets/Capital Carry Forward	(1,958,907)	(1,591,567)	367,340	-18.75%	(1,299,345)	(494,881)	(461,111)	(524,337)
Total Capital	13,196,044	16,280,134	3,084,090	23.37%	15,700,471	16,164,132	16,406,288	16,965,148
C. Pensions	11,355,946	11,921,239	565,293	4.98%	12,636,513	13,394,704	14,198,386	15,050,289
D. Insurance	17,891,836	18,858,788	966,952	5.40%	20,070,999	21,315,728	22,564,093	23,906,521
E. State Assessments	3,470,201	3,510,921	40,720	1.17%	3,597,204	3,685,644	3,776,295	3,869,212
G. Overlay Reserve	503,383	600,000	96,617	19.19%	800,000	600,000	600,000	800,000
H. Reserve Fund	1,604,584	1,726,724	122,140	7.61%	1,730,551	1,757,003	1,800,809	1,842,300
I. Crt Jdgmnts/Deficit/Symmes	1,012,514	771,950	(240,564)	-23.76%	767,450	100,000	100,000	100,000
J. Warrant Articles	1,186,867	1,143,499	(43,368)	-3.65%	953,499	1,003,499	953,499	903,499
K. Override Stabilization Fund	2,174,510	561,040			0	0	0	0
L TOTAL APPROPRIATIONS	171,938,647	179,345,344	7,406,697	4.31%	185,205,374	192,060,469	200,566,095	210,120,109
BALANCE	0	0			0	0	(3,512,253)	(19,780,308)



SECTION II

REVENUE



TOTAL REVENUE

Total revenue for FY2021 is projected to be \$179,345,344, an increase of \$7,406,697 or 4.31%. Of this increase, \$171,079,420 is from revenue dedicated to support the General Fund and \$8,247,924 is from debt exclusion overrides to support borrowing for capital projects, such as to renovate or build new elementary schools and the Minuteman Regional Vocational Technical High School. The General Fund increase is \$4,593,606 or 2.76%

The property tax levy is projected to increase, without debt exclusion revenue, by \$3,778,024 or 3.09%. This includes the normal 2.5% increase plus \$650,000 in new growth. Total tax revenues, including the debt exclusions, increase by \$4,689,457 or 3.52%

Local receipts are projected to increase \$100,000 due to projected increases in Motor Vehicle Excise tax collections.

State Aid estimates are made up two components, (1) Cherry Sheet Aid, the annually recurring aid for education, general government, and other categories (see State Aid description on page 41) and (2) School Construction Aid, State reimbursements to the Town for borrowing costs the Town incurred for state eligible school building projects. Total state aid is projected to increase \$2,275,634, or 9.91% and is based on the Governor's budget, which contained increases in Chapter 70 School Aid and General Government Aid. From these increases, Arlington will receive a \$2,003,712 (14.3%) increase in Chapter 70 Aid, due both to increased State funding under the Student Opportunity Act, which modernized and updated calculations of student education costs and to increased student enrollment in Arlington and a \$225,570 (2.8%) increase in General Government Aid consistent with the Governor's pledge to increase General Government Aid by the same percentage that he projected FY21 State revenue to grow.

A total of \$5,901,388 in Free Cash is proposed to be used, which is an increase of \$341,606 from FY2020 and, consistent with Town financial policies, an amount equal to 50% of the Free Cash balance certified by the Department of Revenue for the close of the previous fiscal, June 30, 2019.

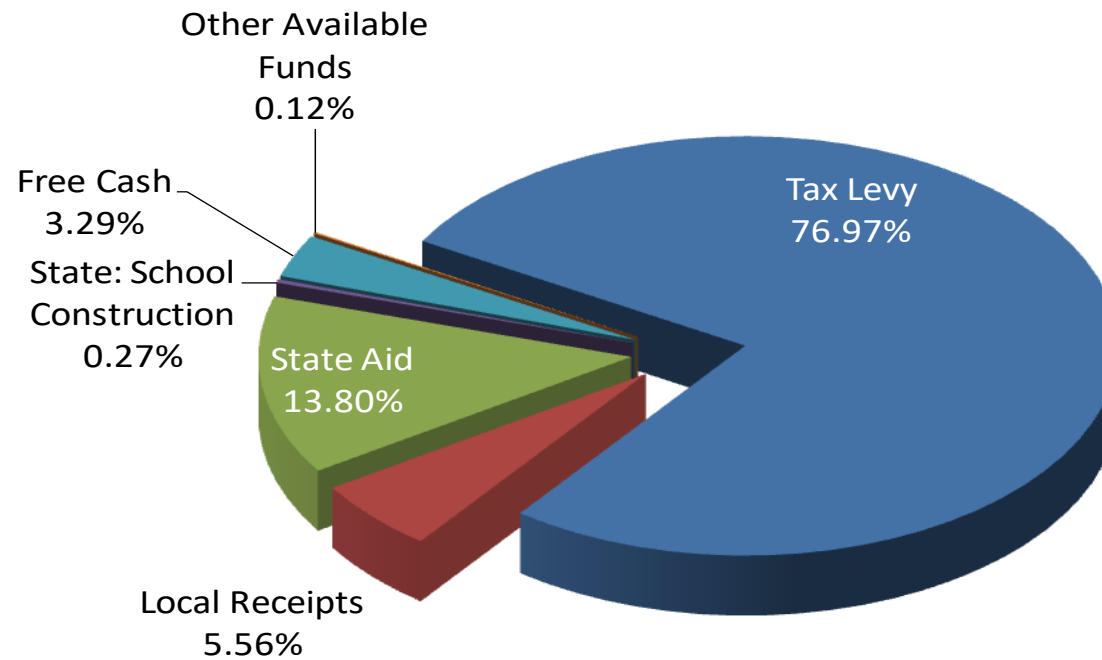
Other Available Funds include \$200,000 in surplus tax abatement overlay funds, the same amount the Assessors released in FY20.

The passage of the operating budget override meant that it is not necessary to use and of the Override Stabilization Fund this year. In fact, the recommendation to Town meeting includes a deposit of \$561,040 into the Fund.

REVENUE SOURCE	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Tax Levy	117,255,201	124,010,977	133,350,155	138,039,612	4,689,457
Local Receipts	12,004,047	12,261,981	9,871,000	9,971,000	100,000
State Aid	20,991,079	20,516,318	22,957,710	25,233,344	2,275,634
Free Cash	4,850,566	4,593,375	5,559,782	5,901,388	341,606
Other Available Funds	500,000	200,000	200,000	200,000	-
Override Stabilization Fund	0	2,786,331	0	0	-
Total	155,600,893	164,368,982	171,938,647	179,345,344	7,406,697



Revenues \$179,345,344



Fiscal Year 2021 Budget



Overall Revenue Summary

Total General Fund Revenues

	<u>FY12</u> <u>Actual</u>	<u>FY13</u> <u>Actual</u>	<u>FY14</u> <u>Actual</u>	<u>FY15</u> <u>Actual</u>	<u>FY16</u> <u>Actual</u>	<u>FY17</u> <u>Actual</u>	<u>FY18</u> <u>Budget</u>	<u>FY19</u> <u>Budget</u>	<u>FY20</u> <u>Budget</u>	<u>FY21</u> <u>Budget</u>
Tax Levy*	89,409,382	92,416,269	96,144,398	99,691,909	103,384,789	106,846,726	111,126,263	118,129,339	127,646,796	126,100,234
Local Receipts	10,291,463	9,886,882	10,296,545	10,115,304	11,071,191	10,689,873	9,071,000	9,171,000	9,871,000	9,971,000
State Aid**	13,420,743	15,040,051	17,093,258	17,462,884	18,230,105	18,918,527	19,207,062	19,958,018	22,439,702	24,756,821
Free Cash	481,456	1,570,000	3,411,528	3,042,925	3,435,846	4,537,299	4,850,566	4,593,375	5,559,782	5,901,388
Other Available Funds	200,000	200,000	200,000	350,000	350,000	200,000	500,000	200,000	200,000	200,000
Override Stabilization Fund	0	0	0	0	0	0	0	2,786,331	0	0
Total	113,803,044	119,113,202	127,145,729	130,663,022	136,471,931	141,192,425	144,754,891	154,838,063	165,717,280	166,929,443

*Excludes MWRA Debt Shift

**Excludes MSBA Reimbursements

Annual Revenue Increases

	<u>FY12</u> <u>Actual</u>	<u>FY13</u> <u>Actual</u>	<u>FY14</u> <u>Actual</u>	<u>FY15</u> <u>Actual</u>	<u>FY16</u> <u>Actual</u>	<u>FY17</u> <u>Actual</u>	<u>FY18</u> <u>Budget</u>	<u>FY19</u> <u>Budget</u>	<u>FY20</u> <u>Budget</u>	<u>FY21</u> <u>Budget</u>
Tax Levy	9,043,520	3,006,887	3,728,129	3,547,511	3,692,880	3,461,937	4,279,537	7,003,076	9,517,457	(1,546,562)
Local Receipts	1,052,809	(404,581)	409,663	(181,241)	955,887	(381,318)	(1,618,873)	100,000	700,000	100,000
State Aid	(645,702)	1,619,308	2,053,207	369,626	767,221	688,422	288,535	750,956	2,481,684	2,317,119
Free Cash	(100,594)	1,088,544	1,841,528	(368,604)	392,922	1,101,453	313,267	(257,191)	966,407	341,606
Other Available Funds	(1,880,000)	0	0	150,000	0	(150,000)	300,000	(300,000)	0	0
Override Stabilization Fund	(1,580,000)							2,786,331	(2,786,331)	0
Total	7,470,033	5,310,158	8,032,527	3,517,293	5,808,909	4,720,494	3,562,466	10,083,172	10,879,217	1,212,163
Percent Increase	6.9%	4.7%	6.7%	2.8%	4.4%	3.5%	2.5%	7.0%	7.0%	0.7%

Percent of Total Revenue

	<u>FY12</u> <u>Actual</u>	<u>FY13</u> <u>Actual</u>	<u>FY14</u> <u>Actual</u>	<u>FY15</u> <u>Actual</u>	<u>FY16</u> <u>Actual</u>	<u>FY17</u> <u>Actual</u>	<u>FY18</u> <u>Budget</u>	<u>FY19</u> <u>Budget</u>	<u>FY20</u> <u>Budget</u>	<u>FY21</u> <u>Budget</u>
Tax Levy	78.6%	77.6%	75.6%	76.3%	75.8%	75.7%	76.8%	76.3%	77.0%	75.5%
Local Receipts	9.0%	8.3%	8.1%	7.7%	8.1%	7.6%	6.3%	5.9%	6.0%	6.0%
State Aid	11.8%	12.6%	13.4%	13.4%	13.4%	13.4%	13.3%	12.9%	13.5%	14.8%
Free Cash	0.4%	1.3%	2.7%	2.3%	2.5%	3.2%	3.4%	3.0%	3.4%	3.5%
Other Available Funds	0.2%	0.2%	0.2%	0.3%	0.3%	0.1%	0.3%	0.1%	0.1%	0.1%
Override Stabilization Fund	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	0.0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

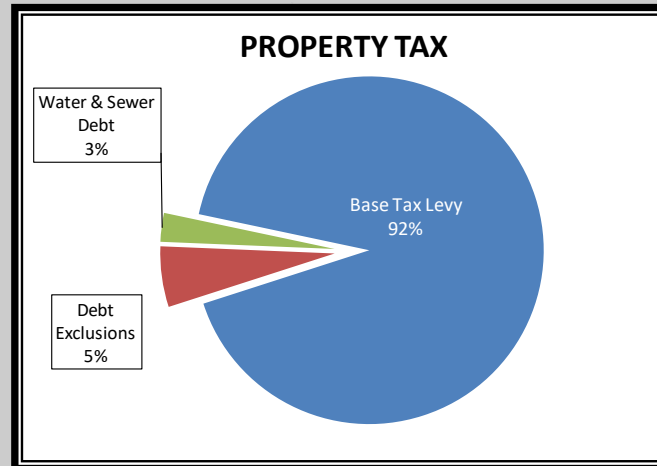
**PROPERTY TAX LEVY**

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Arlington, property taxes represent approximately 76% of annual operating revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Arlington's non-manufacturing businesses. State law mandates that communities update their property values every five years and obtain State certification that such values represent full and fair cash value. A revaluation was conducted in FY2019. Under the Provisions of Proposition 2½, property taxes, in the aggregate, may not exceed 2½% of their "full and fair cash value". This limit is known as the "levy ceiling". Annual levy increases may not exceed 2½% of the previous year's levy plus the taxes from any new or renovated property added to the tax rolls (known as new growth). Any Proposition 2½ override or debt exclusion amounts approved by voters are added to the levy limit, while all related school construction reimbursements from the State are subtracted.

Property values and new growth for FY2021 are preliminary estimates used to project the levy limit. The FY2020 levy limit was \$122,885,373. The 2½% increase allowed for FY2020 is \$3,071,384. New growth from construction not previously on the tax rolls is expected to add \$650,000 to the levy. An additional \$7,771,401 is added to the tax levy to cover the cost of debt service for projects approved by the voters as Proposition 2½ debt exclusion overrides. This added debt exclusion amount is net of state reimbursements estimated at \$476,523. This budget is the first significant repayment of debt for the new Arlington High School. Beginning in FY2012, debt service for the Symmes Urban Renewal project was added to the tax levy. FY2020 will mark the fifth year that tax revenues from the Symmes project will completely offset the cost of debt service. As a result Symmes debt will no longer be added to the tax levy.

The Town has accepted the provisions of M.G.L. 59 § 21C, whereby water and sewer debt costs, including MWRA debt assessments, are transferred to the real estate taxes. The Select Board voted to eliminate the MWRA debt shift over the next three years. The FY2021 tax levy is projected to total \$138,039,612 representing an increase of \$4,663,288 (3.5%) over the FY2020 budgeted levy.

PROPERTY TAX LEVY	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	Budget Change
Base Tax Levy	109,888,005	113,365,141	122,855,373	126,576,757	3,721,384
Debt Exclusion Overrides					
Arlington High School			48,794	2,853,981	2,805,187
Bishop School	(38,508)	-	-	-	-
Brackett School	39,140	-	-	-	-
Dallin School	264,252	250,818	233,284	224,659	(8,625)
Gibbs School		2,144,312	2,081,975	2,023,225	(58,750)
Hardy School	(64,888)	90,985	88,435	73,080	(15,355)
Minuteman High School	214,571	808,578	1,112,690	1,279,014	166,324
Peirce School	65,758	46,072	(3,664)	(8,608)	(4,944)
Stratton School	711,532	562,475	550,875	534,375	(16,500)
Thompson School	582,228	842,958	815,450	791,675	(23,775)
Sub-total Debt Exclusions	1,774,085	4,746,198	4,927,839	7,771,401	2,843,562
Water and Sewer Debt	5,593,112	5,593,112	5,593,112	3,691,454	(1,901,658)
Total	117,255,202	123,704,451	133,376,324	138,039,612	4,663,288

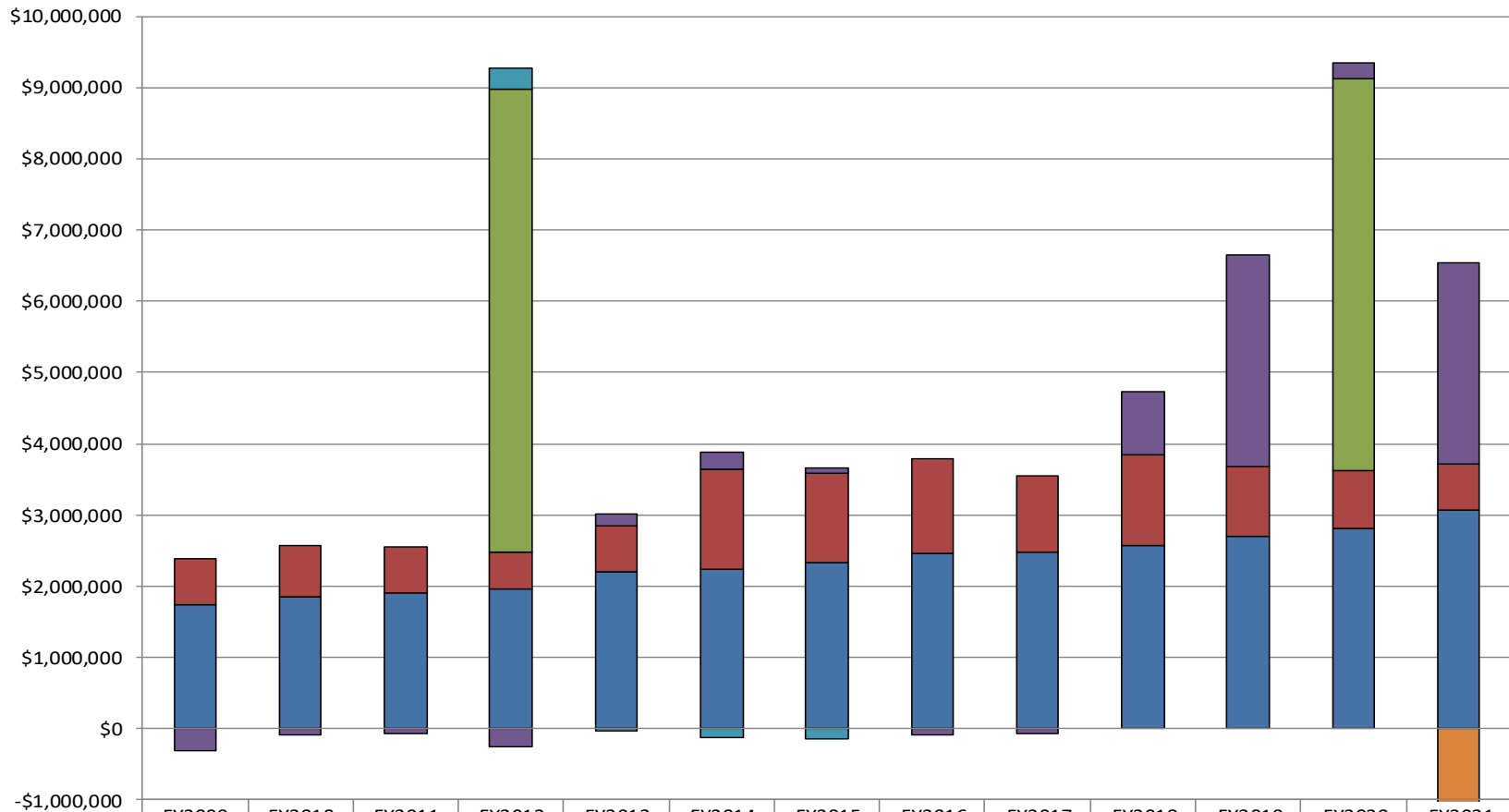


Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2019	125,795,227.91	561,391.19	78,626.32	125,155,210.40	123,961,447.41	99.05%	0.00	584,098.85	396,754.00	282,012.84
2018	117,255,201.00	316,252.00	56,925.09	116,098,972.00	117,222,582.00	100.97%	311,784.29	764,812.00	396,784.00	355,494.92
2017	114,042,281.23	316,252.00	69,741.70	113,656,287.53	113,137,357.89	99.54%	0.00	545,964.37	396,784.20	288,509.98
2016	110,511,438.41	344,808.64	50,555.38	110,116,074.39	109,675,315.38	99.60%	432,204.96	1,016,093.83	396,784.20	251,686.77
2015	105,512,757.86	343,828.94	50,661.96	105,118,266.96	104,637,861.18	99.54%	478,131.08	990,780.09	396,784.20	350,426.94
2014	101,955,275.34	323,139.16	57,609.97	101,574,526.21	101,147,224.95	99.58%	420,461.22	1,046,173.13	396,784.20	350,014.89
2013	98,200,712.05	391,307.70	55,314.74	97,754,089.61	97,319,166.14	99.56%	435,398.24	946,663.94	396,784.20	293,094.22
2012	95,185,766.56	427,191.48	47,748.92	94,710,826.16	94,287,096.98	99.56%	423,729.18	858,108.74	396,784.20	307,667.70
2011	86,093,152.50	465,825.69	51,677.04	85,575,649.77	84,199,193.25	99.56%	375,360.09	650,009.11	396,784.20	303,386.69
2010	83,612,918.72	483,555.47	61,658.71	83,067,704.54	82,652,328.29	99.50%	415,059.45	781,121.00	396,784.20	363,475.82
2009	81,073,914.29	487,858.75	77,402.97	80,508,652.57	80,065,721.17	99.45%	480,507.03	707,145.88	396,784.20	393,703.43
2008	78,887,655.80	472,051.80	72,738.36	78,342,865.64	78,066,532.84	99.65%	276,332.81	471,582.61	396,784.20	377,006.41
2007	76,885,362.74	342,368.47	84,469.92	76,458,524.35	76,243,171.54	99.72%	216,092.26	339,191.03	396,784.20	390,472.48
2006	73,601,851.23	343,515.23	87,097.83	73,171,238.17	72,939,691.01	99.68%	231,489.78	324,280.65	396,784.20	380,256.66
2005	65,779,185.77	302,203.09	58,911.88	65,418,070.80	65,202,793.72	99.67%	234,667.16	339,307.20	396,784.20	285,068.38

It is Town policy to close out all real estate and personal property commitments in the same fiscal year, except in 2017 and 2019, when such close outs were delayed one year because of the Town's conversion to new tax collection software.



COMPONENTS OF TAX LEVY INCREASE



	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
MWRA Debt	-	-	-	-	-	-	-	-	-	-	-	-	(1,901,65
Symmes Debt Exclusion	-	-	-	307,130	(28,590)	(128,721)	(150,000)	-	-	-	-	-	-
School Debt Exclusion	(316,820)	(93,659)	(79,675)	(263,714)	157,960	255,465	62,328	(92,013)	(61,801)	895,287	2,972,113	211,842	2,813,361
General Override	-	-	-	6,490,000	-	-	-	-	-	-	-	5,500,000	-
New Growth	642,912	726,955	656,751	522,167	657,203	1,393,953	1,255,293	1,337,666	1,070,144	1,263,812	981,206	816,617	650,000
2.5% Increase	1,748,194	1,843,862	1,897,682	1,963,980	2,198,195	2,240,858	2,337,986	2,455,742	2,477,526	2,573,287	2,706,470	2,815,970	3,071,384

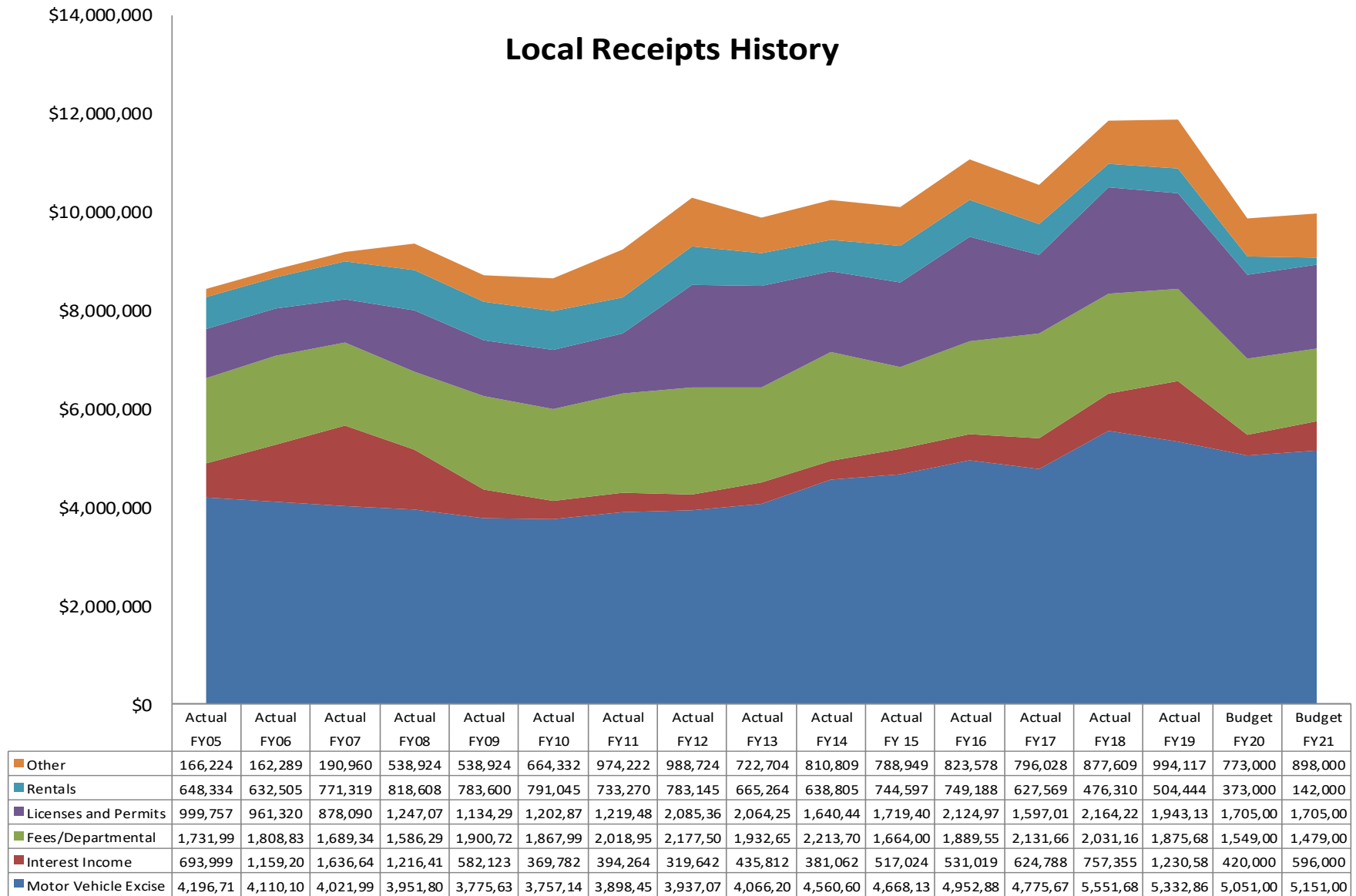
**LOCAL RECEIPTS SUMMARY**

Local receipts for FY2021 are projected to increase \$100,000 to a total of \$9,971,000. The Motor Vehicle Excise taxes are projected to increase \$100,000 and Interest Income is projected to increase by \$176,000. The Other category, which includes both the Hotel and the Meals taxes, increases by \$125,000. Department Fees and Rental Income both decline in FY2021.

LOCAL RECEIPTS SUMMARY	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Motor Vehicle Excise	5,551,687	5,332,866	5,051,000	5,151,000	100,000
Interest Income	757,355	1,230,588	420,000	596,000	176,000
Departmental Fees	2,031,168	1,875,687	1,549,000	1,479,000	(70,000)
Licenses and Permits	2,164,229	1,943,134	1,705,000	1,705,000	-
Rentals	476,310	504,444	373,000	142,000	(231,000)
Other	877,609	994,117	773,000	898,000	125,000
Total	11,858,358	11,880,836	9,871,000	9,971,000	100,000



Local Receipts History



**MOTOR VEHICLE EXCISE**

Motor vehicle excise tax receipts are projected to increase \$100,000 over the budgeted amount from FY2020 to a projected total of \$5.15 million, consistent with long-term trends and Town revenue policy. Excise tax commitments have been increasing year since 2012, exceeding the low in 2009. The excise rate is \$25 per thousand and is assessed on 90% of the vehicle's value in the first year, 60% in the second year, 40% in the third year, 25% in the fourth year, and 10% thereafter. The actual billings are prepared by the Registry of Motor Vehicles and then turned over to the Town for printing, distribution, and collection. There are approximately 38,000 registered vehicles in Arlington. In the chart below, Levy Year 2019 is as of June 30, 2019.

Motor Vehicle Excise Collection By Fiscal Year

<u>Levy Year</u>	<u>Commitments</u>	<u>Collections</u>	<u>Refunds</u>	<u>Net Collections</u>	<u>Abatements</u>	<u>Balance (Uncoll.)</u>	<u>Collection %</u>
2019	\$ 5,468,145.35	\$ 5,333,179.75	\$ 88,693.84	\$ 5,244,485.91	\$ 159,831.70	\$ 63,827.74	98.83%
2018	\$ 5,843,844.70	\$ 5,655,881.52	\$ 103,697.40	\$ 5,552,184.12	\$ 188,660.91	\$ 102,999.67	98.24%
2017	\$ 4,838,049.36	\$ 4,865,068.94	\$ 90,286.47	\$ 4,774,782.47	\$ 158,912.85	\$ (95,645.96)	101.98%
2016	\$ 5,165,749.14	\$ 5,038,846.19	\$ 85,965.27	\$ 4,952,880.92	\$ 169,326.92	\$ 43,541.30	99.16%
2015	\$ 4,867,711.40	\$ 4,768,890.38	\$ 100,755.76	\$ 4,668,134.62	\$ 521,918.86	\$ (322,342.08)	106.62%
2014	\$ 4,213,165.12	\$ 4,636,918.89	\$ 76,292.47	\$ 4,560,626.42	\$ 134,742.51	\$ (482,203.81)	111.45%
2013	\$ 4,342,665.00	\$ 4,145,705.00	\$ 80,917.00	\$ 4,064,788.00	\$ 129,537.00	\$ 148,340.00	96.58%
2012	\$ 4,077,138.00	\$ 4,021,599.00	\$ 54,950.00	\$ 3,966,649.00	\$ 71,047.00	\$ 39,442.00	99.03%
2011	\$ 3,617,140.00	\$ 3,438,728.00	\$ 35,428.00	\$ 3,403,300.00	\$ 89,485.00	\$ 124,355.00	96.56%
2010	\$ 3,439,627.00	\$ 3,277,405.00	\$ 34,770.00	\$ 3,242,635.00	\$ 83,853.00	\$ 113,139.00	96.71%

MOTOR VEHICLE EXCISE

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Motor Vehicle Excise	5,551,687	5,332,866	5,051,000	5,151,000	100,000

**DEPARTMENTAL FEES**

Departmental fees are projected to go down by \$70,000 in FY2021, due to a change in how the Treasurer/Collector processes late Motor Vehicle Excise payments. Going forward, this service has been outsourced, which will result in better collection rates for the tax and will eliminate the Collector's Demand Fees. The establishment of a Parking Benefits District at Town Meeting for Arlington Center means that parking meter revenue, which had been reported under Departmental Fees, has been moved to the Parking Fund and the estimate for parking violations. In 2019, the Library Trustees implemented a new no late fines policy.

DEPARTMENTAL FEES	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Schools (Medicare Reimbursement)	276,482	321,779	100,000	100,000	-
Cemetery Revenue	255,700	258,375	265,000	265,000	-
Library Fees and (Fines, discontinued in 2019)	45,123	37,384	-	-	-
Collector's Demand Fees	-	-	70,000	-	(70,000)
Town Clerk Fees	54,143	64,858	40,000	40,000	-
Parking Violations	426,489	304,528	350,000	350,000	-
Fire Alarm Renewal Fee	4,500	11,000	5,000	5,000	-
Ambulance Fees	522,276	538,195	424,000	424,000	-
Other Departmental Revenue	367,037	203,260	225,000	225,000	-
Other Department Fees	79,418	136,308	70,000	70,000	-
Total	2,031,168	1,875,687	1,549,000	1,479,000	(70,000)

**INTEREST INCOME & PENALTIES**

Interest Income is projected to increase to \$596,000. It is made up of two components: investment income and interest and penalties associated with delinquent tax payments.

Investment income can vary widely depending upon market interest rates, available cash balances, cash flows, and investment practices. Investment income dropped from a high of more than \$1.4 million in FY2007 to \$55,430 in FY2011. This is due to dramatic fluctuations in interest rates. As interest rates continue to change, the Town will monitor interest income. In recent years, notwithstanding low interest rates, the Treasurer/Collector has maximized interest income through careful investments.

INTEREST INCOME	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Investment Income	442,361	821,139	65,000	241,000	176,000
Penalties & Interest	314,994	409,449	355,000	355,000	-
Total	757,355	1,230,588	420,000	596,000	176,000

**LICENSES AND PERMITS**

Licenses and permits revenues for FY21 are projected to remain stable. Building Permits generally generate the most permit revenue, but are also the most volatile, subject to fluctuation as the economy strengthens or weakens or as interest rates increase or decline. The FY2021 projection is consistent with long-term collections, excluding large, one-time permits.

Besides building permits, some of the other major categories of Licenses and Permits include parking permits and liquor licenses issued by the Select Board, and fire permit fees, which include fire alarm connection fees. All of these are expected to remain flat.

LICENSES AND PERMITS	FY2018 Budget	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Parking Permits	179,480	189,672	115,000	115,000	-
Liquor Licenses	78,170	86,005	80,000	80,000	-
Food Licenses	6,495	9,030	7,000	7,000	-
Food Permits	14,000	14,000	16,000	16,000	-
Tobacco Permits	10,000	8,875	11,000	11,000	-
Building Inspections	1,830,160	1,582,137	1,420,000	1,420,000	-
Fire Prevention Permits	41,234	47,955	50,000	50,000	-
Marriage Licenses	4,690	5,460	6,000	6,000	-
Total	2,164,229	1,943,134	1,705,000	1,705,000	0

**RENTAL INCOME**

The Town derives income from the renting of several Town-owned properties including the Parmenter School, the Mt. Gilboa house, the former Dallin Library, and former Park and Recreation Department buildings at Ryder Street.

Overall, revenue is projected to decline to \$142,000.

New leases, which went into effect in FY2015, include a capital contribution which will offset future capital improvements to the buildings. Projected revenue from other properties remains unchanged.

The Parmenter School building has one tenant, the Arlington Children's Center. The front of the building is being renovated to house the Menotomy Pre-School, which is moving from the Arlington High School building while the latter is under construction.

The Ryder Street property will be used by the Department of Public Works to house some of its vehicles and programs during the next two years while the DPW Grove St. buildings are under construction.

The Dallin Library is currently leased to the Arlington Community Media, Inc. (ACMi).

RENTAL INCOME	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Ryder St.	133,580	194,662	231,000	-	(231,000)
Parmenter	271,903	251,824	73,000	73,000	-
Mt. Gilboa	25,711	14,000	24,000	24,000	-
Dallin Library	45,116	43,958	45,000	45,000	-
Total	476,310	504,444	373,000	142,000	(231,000)

**OTHER LOCAL RECEIPTS**

Other local receipts are projected to rise in FY2021.

In 2009, the Legislature gave the authority to Town Meeting to adopt optional increases to the meals and hotel taxes. At that time, only the State collected revenue from the meals tax of 5%. Cities and towns were allowed to add an additional 0.75%. The Town also collected a room occupancy tax on hotels of 4% at that time (there is only one hotel in Arlington). The State allowed cities and towns to increase the room occupancy tax by 1% to a total of 5%.

Over time, income from these taxes as increased. FY2021 projections are consistent with actual collections in past years.

OTHER LOCAL RECEIPTS	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Meals Tax	444,161	467,654	400,000	425,000	25,000
Hotel Tax	378,783	479,530	325,000	425,000	100,000
Court Fines	24,244	16,933	30,000	30,000	-
Special Assessments	5,084	4,639	-	-	-
Payments In Lieu of Taxes	25,337	25,361	18,000	18,000	-
Total	877,609	994,117	773,000	898,000	125,000

**STATE AID SUMMARY**

In January, the Governor released his budget, which included a \$303.5 million increase in Chapter 70 School Aid and a \$31.6 million increase in General Government Aid. As a result Arlington will benefit from a \$2,003,712 increase in Chapter 70 School Aid and a \$225,570 increase in Unrestricted General Government Aid (UGGA).

General Government Aid — Unrestricted General Government Aid and Veterans' Benefits reimbursements — will increase \$232,324 or 2.8%.

School Aid — Chapter 70 School Aid plus Charter School tuition reimbursement and exclusive of school construction aid — is projected to increase \$2,066,086 or 14.76%. This is the second consecutive year of education aid increases of over \$2 million as a result of rising school enrollment and of the 2019 Student Opportunity Act, a state law that increased education aid and updated formulas to better account for the costs municipalities incur to educate students.

Overall FY2021 State Aid, as used to balance the Town Manager's budget, will increase \$2,315,575 to a total of \$25,233,344. This total is inclusive of \$476,523 in school construction reimbursements for debt service on the Peirce School construction project. FY2021 will be the last year of reimbursement for the Peirce School project.

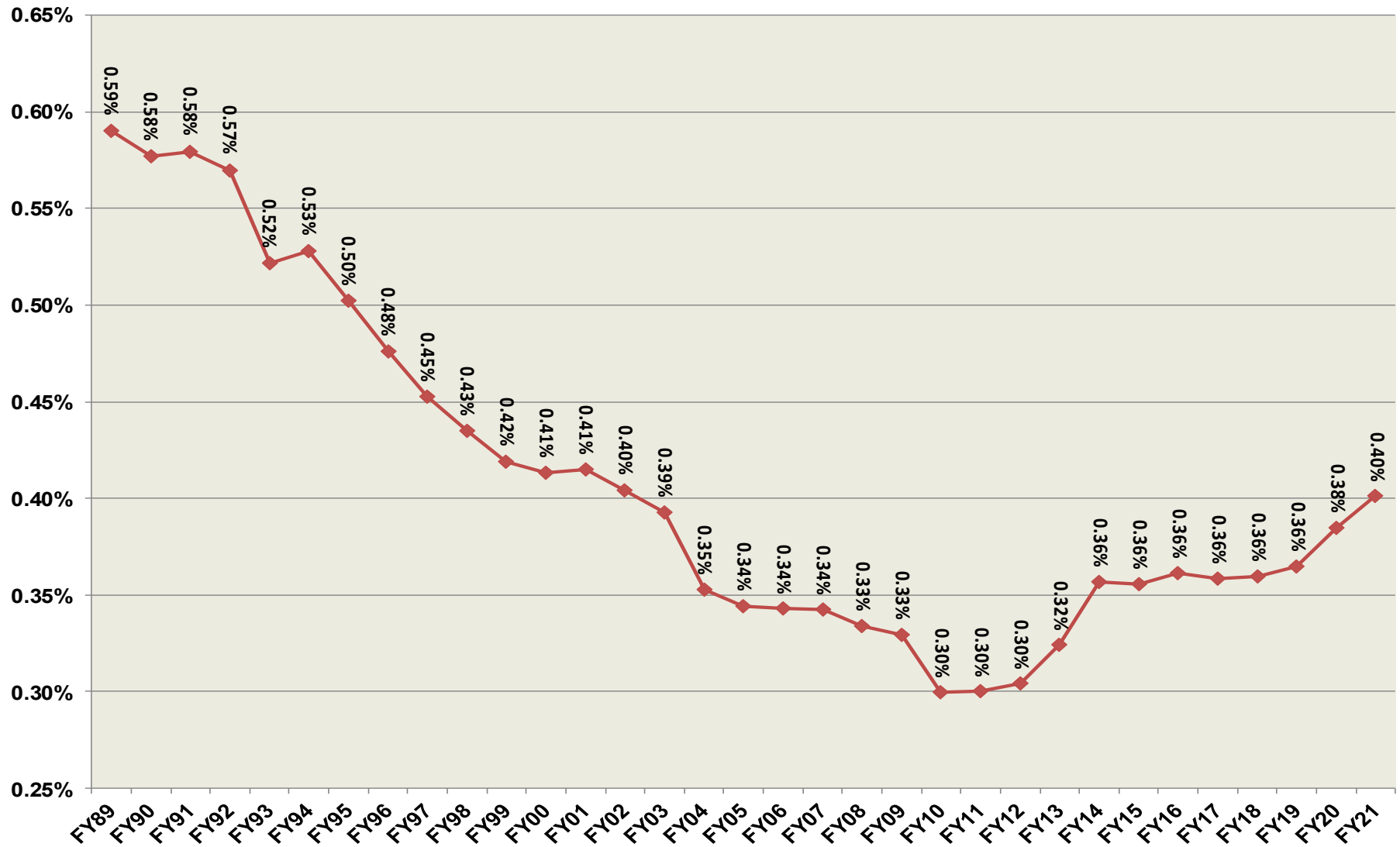
Since 1989 and the cuts to local aid across the state, Arlington has seen its share of total state aid cut by approximately 32% (see chart on p. 40). Other, poorer communities have seen greater increases in state aid, because state aid formulas allocate more aid to low income and low wealth communities.

However, in the past decade, and in particular in the past two years because of large increases in Chapter 70 Education aid, Arlington has seen its share of state aid increase and has achieved near parity with statewide increases in state aid. (See the cumulative year-to-year increases and decreases since FY2002 in the chart on p. 41).

STATE AID SUMMARY	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Gen Government Aid	7,811,306	8,039,054	8,262,731	8,495,055	232,324
School Aid	11,204,057	11,712,176	13,993,691	16,059,777	2,066,086
School Construction	1,615,914	476,523	476,523	476,523	-
Tax Exemptions	101,257	150,747	125,356	142,386	17,030
Cherry Sheet Offsets	55,856	57,029	59,468	59,603	135
Total	20,788,390	20,435,529	22,917,769	25,233,344	2,315,575



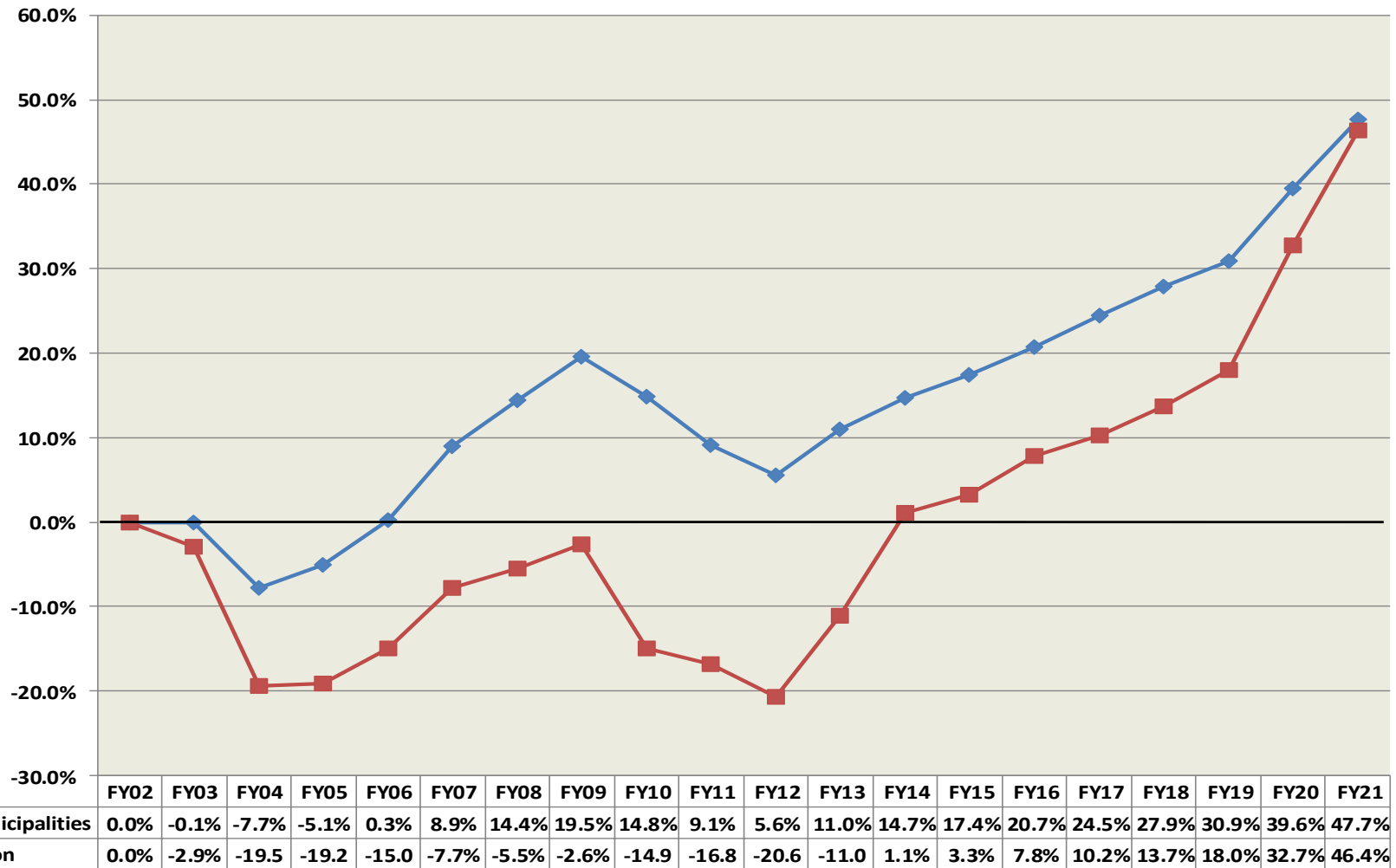
Arlington's Percent of Total State Aid





State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)



**GENERAL GOVERNMENT*****Unrestricted General Government Aid (UGGA)***

In FY2021 UGGA is expected to increase \$225,570, or 2.8% to \$8,281,625. This increase is due to Governor Baker's policy of having UGGA increase at the same rate that projected State revenues increase each year.

As historical background, in FY2010, the Additional Assistance category was combined with Lottery Aid under a new category called Unrestricted General Government Aid. Between these two aid categories, Arlington received in excess of \$9.4 million in FY2008. While this account is increasing in FY2021, the Town has experienced a reduction in this aid of approximately \$1.2 million since FY2008.

Veterans' Benefits

Chapter 115, Section 6, calls for the reimbursement to cities and towns of the costs of providing assistance to veterans and their dependents. Benefits paid out in accordance with state guidelines are eligible for 75% reimbursement. For FY2021 the preliminary Cherry Sheet estimate is \$213,430, a small increase from the previous year, which reflects a stable population of veterans filing benefits claims and consistent efforts by the Town's Veterans' Service Agent to secure VA and other federal benefits for eligible veterans.

GENERAL GOVERNMENT	FY2018 Actual	FY2019	FY2020 Budget	FY2021 Budget	Budget Change
Unrestricted General Government Aid	7,578,995	7,844,260	8,056,055	8,281,625	225,570
Veterans' Benefits	232,311	194,794	206,676	213,430	6,754
Total	7,811,306	8,039,054	8,262,731	8,495,055	232,324

**SCHOOL AID*****School Aid– Chapter 70***

The Governor's proposed total statewide education funding in FY2021, exclusive of regional schools, is \$4.4 billion, an increase of \$229 million, or 6.29%. Of this amount, it is estimated that Arlington will receive \$15,983,039, an increase of \$2,003,712 or 14.33%.

The Chapter 70 distribution formula calculates a Foundation Budget, the estimated cost to educate all students in each school district across the state, and funds a percentage of that budget, depending upon a number of factors, including community income levels, property wealth, and municipal contributions to the school budget. For those communities determined to be relatively wealthy, such as Arlington, the State will fund a maximum 17.5% of the school district's foundation budget. Communities that are less affluent receive significantly more than the 17.5% minimum. However, because of increases to the foundation aid formula contained in the 2019 Student Opportunity Act that better account for the School Department's rising enrollment and costs (such as providing health insurance to teachers and staff and educating English Language Learners, economically disadvantaged students, and students receiving special education services), Arlington is scheduled to receive a significant increase in foundation aid in FY2021, as it did in 2020.

Charter School Tuition Assessment Reimbursement

General Laws Chapter 71, Section 89 (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district and reimburse sending districts for the tuition they pay to Commonwealth charter schools. Municipalities and school districts are reimbursed for this assessment based on a funding schedule that is supposed to follow a pattern of in year one, an amount equal to 100% of the assessment; in years two through six, an amount equal to 25% of the assessment, after year six, no reimbursement. This reimbursement is subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. The Student Opportunity Act also increases funding for Charter School Tuition Reimbursements, with a goal of reaching full funding over three years, starting in FY2021. Based on the preliminary Cherry Sheets, in FY2021 the Town will receive \$76,738, an increase of \$62,374.

SCHOOL AID	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Chapter 70 School Aid	11,180,879	11,685,389	13,979,327	15,983,039	2,003,712
Charter School Tuition Reimbursement	23,178	26,787	14,364	76,738	62,374
Total	11,204,057	11,712,176	13,993,691	16,059,777	2,066,086

**SCHOOL CONSTRUCTION AID**

The school construction aid the Town currently receives is for projects completed under an old State school building assistance program, the SBA program under which cities and towns borrowed the full amount of debt for a school building project and the state reimbursed the cities and towns for its share of the project. In 2004, the Governor signed Chapter 210 of the Act of 2004, which made substantial changes to the School Building Assistance (SBA) Program. This legislation (Ch. 208) transferred responsibility for the School Building Assistance Program from the Department of Education to the Massachusetts School Building Authority (MSBA), operating under the Office of the State Treasurer. The authority is a new and independent governing body comprised of seven members. The reform legislation dedicates one cent of the state sales tax to the new off-budget school building trust. This is projected to be \$858 million in 2019. Funding is no longer subject to an annual appropriation from the Legislature and approval of the Governor, allowing MSBA to prepay its share of project expenses. This streamlined process saves local communities millions in avoided interest costs and provides greater cash flow.

The Peirce School project is the last school project to receive reimbursement under the old SBA process. For FY21 the reimbursement will be \$476,523. The last construction aid payments for the Peirce School occur in FY2021, the same year of the last Arlington bond payment for the construction project.

SCHOOL AID	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
School Construction Aid	1,615,914	476,523	476,523	476,523	-

**TAX EXEMPTION AID**

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2021, Arlington's reimbursements are expected to increase \$17,030 to a total of \$142,386. Veterans, blind persons, surviving spouses, and elderly who meet exemption requirements are eligible. Elderly persons (at least 65 years of age) who meet certain whole estate or total assets, annual income, and residency requirements, are eligible for an exemption. The number of exemptions granted is multiplied by the statutory reimbursement of \$500, subject to appropriation. However, if a municipality has adopted Clause 41B or 41C (Arlington has adopted this section which increases exemption amount to \$1,300), the number of exemptions for which it is reimbursed cannot exceed the number reimbursed in the most recent year under Clause 41. In addition, municipalities that have adopted Clause 41B or 41C will be reimbursed for additional costs incurred in determining eligibility of applicants under these clauses in an amount not to exceed two dollars per exemption granted. For property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elderly persons, the exemption and reimbursement amounts are as follows:

- Surviving spouses, minor children, elderly persons:
 Clause 17 - \$175, full reimbursement
 Clauses 17C, 17C^{1/2}, 17D - \$227.50, reimbursement cannot exceed the amount reimbursed on Clause 17.
- Veterans:
 Clause 22(a-f) - \$520 exempted, \$225 reimbursed
- Paraplegic veterans, surviving spouses:
 Full amount, 100% minus \$175 reimbursed (§8A)
- Veterans, loss of one arm, foot, or eye:
 Clause 22A - \$975 exempted, \$575 reimbursed
- Veterans, loss of two arms, two feet, one arm and one leg, or loss of sight:
 Clause 22B - \$1,625 exempted, \$1,075 reimbursed
- Veterans, special adapted housing:
 Clause 22C - \$1,950 exempted, \$1,325 reimbursed
- Veterans, surviving spouses of service members who died in combat zone or who are missing in action and presumed dead due to combat:
 Clause 22D - 100% exempted- 1st five years of exemption, \$2,500 thereafter
- Veterans, 100 percent disability:
 Clause 22E - \$1,300 exempted, \$825 reimbursed
- Blind persons:
 Clause 37A - \$650 exempted, \$87.50 reimbursed

TAX EXEMPTION AID	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Tax Exemption Aid	101,257	150,747	125,356	142,386	17,030

**CHERRY SHEET OFFSETS**

Included in the estimated amount of aid to be received from the State are grant funds for libraries. These grants are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State Aid estimate is also included in the non-appropriated expense section as offsetting debits.

The Town has traditionally received two such annual grants — one for the school lunch and one for public libraries. In FY2016, the State started to account for the school lunch program differently and it is no longer be reflected on the Cherry Sheet.

The library grant is actually three separate grants — the Library Incentive Grant (LIG), Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC). In FY2021, assistance to libraries is expected to increase slightly to \$59,603. The three funding formulas to determine amounts for each municipality are as follows:

1. The Library Incentive Grant (LIG) is distributed to municipalities as follows:
 - a. Population under 2,500: an amount equal to the amount appropriated for free public library service in the preceding year; distribution not to exceed \$1,250.
 - b. Population of 2,500 or over: up to \$.50 per capita, provided that at least \$1,250 was appropriated for public library service in the preceding year.
2. The Municipal Equalization Grant (MEG) distributes the balance in the LIG/MEG account according to the lottery formula so that municipalities with lower property values receive proportionately more aid than those with greater property values.
3. The Nonresident Circulation Offset (NRC) is distributed annually by the Board of Library Commissioners, based upon each community's share of the total Statewide-circulated items.

The Board of Library Commissioners measures compliance with all requirements before voting to certify or deny applicants for grant payments. To qualify for funding, certain requirements must be met and the municipal Library Director must submit an application to the Board of Library Commissioners each year. Requirements include:

- The city or town's appropriation to operate the public libraries must be equal to or greater than 102.5% of the average of the 3 preceding years' appropriations for free public library service. The Board of Library Commissioners may grant waivers of this requirement to a limited number of municipalities.
- The library must have complied with the minimum standards for free public library service in the preceding year. There are minimum standards in such areas as library director's education, number of hours open, and expenditures for library materials. The library must submit annual report data as specified by the Board of Library Commissioners.

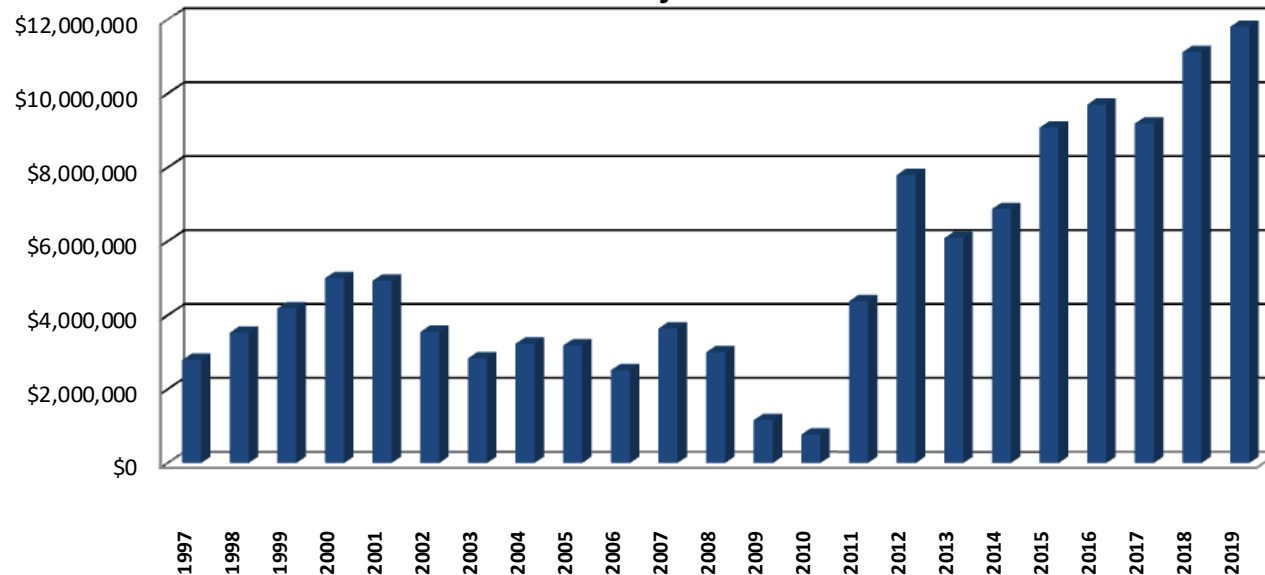
CHERRY SHEET OFFSETS	FY2018 Actual	FY2019 Budget	FY2020 Budget	FY2021 Budget	Budget Change
Libraries	55,856	57,029	59,468	59,603	135
Total	55,856	57,029	59,468	59,603	135

**FREE CASH**

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year: to support the ensuing fiscal year's budget, to reduce the tax levy, or to serve as emergency reserves. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/ or when actual expenditures are less than amounts that were appropriated. It is also affected by increases or decreases in uncollected property taxes, deficits in non- General Fund funds, and any other legally incurred operating deficits, such as snow removal overdrafts.

The Town's free cash balance as of June 30, 2019 was \$11,802,775. In accordance with Town policy, Arlington can appropriate up to 50% of the free cash balance towards the next fiscal year's budget. It is recommended that \$5,901,388 or 50% of the existing balance, be appropriated toward the FY2021 budget.

Certified Free Cash History as of End of Fiscal Year



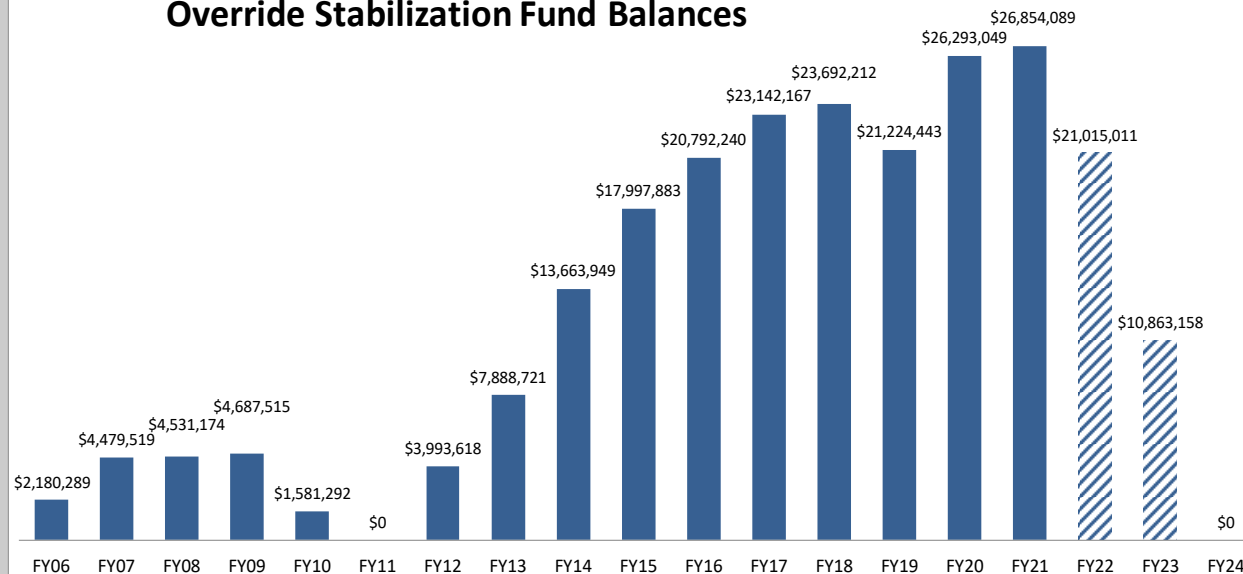
FREE CASH	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Free Cash Appropriated	4,850,566	4,593,375	5,559,782	5,901,388	341,606

**OTHER REVENUE****Overlay Surplus**

The Tax Abatement Overlay Reserve Surplus comes from funds set aside each year for property tax abatements and exemptions. Any funds remaining in the accounts that are no longer needed are declared surplus by the Board of Assessors and are made available for appropriation. For FY2021, the Board of Assessors has declared \$200,000 as surplus for operating costs.

Override Stabilization Fund

The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ Override. The five-year plan developed at that time projected that the first two years would have surplus funds to be put in an Override Stabilization Fund, the third year there would be no surplus, and the last two years the surplus funds would be drawn down to balance the budget. As a result of tight budget controls, there was no need to make any drawdown from the fund until the fifth year, FY2010, when \$2,742,376 was appropriated or withdrawn. The remaining balance in the fund, of \$1,580,000, was appropriated in FY2011, the sixth year. Since the Override of 2011, \$23,692,212 was put into the Fund. As the result of the override, the FY2021 budget appropriates \$561,040 to the fund. The Fund is projected to last until FY2024.

Override Stabilization Fund Balances

OTHER REVENUE	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Budget Change
Overlay Surplus	500,000	200,000	2,700,000	200,000	(2,500,000)
Override Stabilization Fund	-	2,786,331	0	0	-
Total	500,000	2,986,331	2,700,000	200,000	(2,500,000)



SECTION III

BUDGET SUMMARIES



Overall General Fund Budget Summary

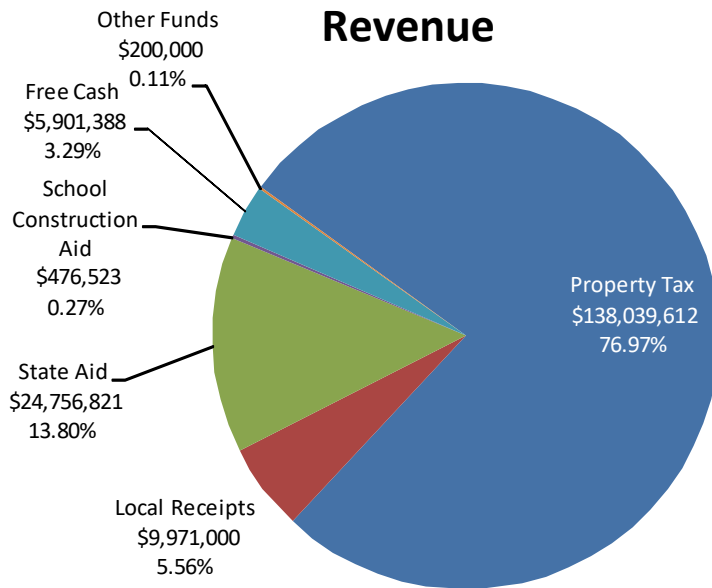
	FY2019 Budget	FY2020 Budget	FY2021 Budget	Change \$	%
Revenue					
Property Tax	\$ 124,010,977	\$ 133,350,155	\$ 138,039,612	\$ 4,689,457	3.5%
Local Receipts	\$ 9,171,000	\$ 9,871,000	\$ 9,971,000	\$ 100,000	1.0%
State Aid	\$ 20,039,795	\$ 22,481,187	\$ 24,756,821	\$ 2,275,634	10.1%
School Construction Aid	\$ 476,523	\$ 476,523	\$ 476,523	\$ -	0.0%
Free Cash	\$ 4,593,375	\$ 5,559,782	\$ 5,901,388	\$ 341,606	6.1%
Other Funds	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	0.0%
Override Stabilization Fund	\$ 2,786,331	\$ -	\$ -	\$ -	-
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 161,278,001	\$ 171,938,647	\$ 179,345,344	\$ 7,406,697	4.3%
Transfers in (Offsets)	\$ 2,490,562	\$ 2,580,233	\$ 2,642,197	\$ 61,964	2.4%
TOTAL REVENUES	\$ 163,768,563	\$ 174,518,880	\$ 181,987,541	\$ 7,468,661	4.3%
Expenditures					
<i>Municipal Departments Appropriations</i>	\$ 38,214,820	\$ 39,718,054	\$ 40,777,890	\$ 1,059,836	2.7%
<i>Offsets and Indirect Costs</i>	\$ (2,490,562)	\$ (2,580,233)	\$ (2,642,197)	\$ (61,964)	2.4%
Municipal Departments (Taxation Total)	\$ 35,724,258	\$ 37,137,821	\$ 38,135,693	\$ 997,872	2.7%
School Department	\$ 66,253,022	\$ 71,427,139	\$ 76,030,531	\$ 4,603,392	6.4%
Minuteman School	\$ 4,936,724	\$ 5,384,690	\$ 6,113,371	\$ 728,681	13.5%
Non-Departmental (Healthcare & Pensions)	\$ 27,924,645	\$ 29,247,782	\$ 30,780,027	\$ 1,532,245	5.2%
Capital (Includes Debt Service)	\$ 12,857,157	\$ 13,196,044	\$ 16,280,134	\$ 3,084,090	23.4%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 3,691,454	\$ (1,901,658)	-34.0%
Warrant Articles	\$ 1,153,137	\$ 1,186,867	\$ 1,143,499	\$ (43,368)	-3.7%
Reserve Fund & Elections	\$ 1,553,287	\$ 1,604,584	\$ 1,726,724	\$ 122,140	7.6%
Override Stabilization Fund Deposit	\$ -	\$ 2,174,510	\$ 561,040	\$ 0	-
TOTAL EXPENDITURES	\$ 155,995,342	\$ 166,952,549	\$ 174,462,473	\$ 7,509,924	4.5%
Non-Appropriated Expenses	\$ 5,282,659	\$ 4,986,098	\$ 4,882,871	\$ (103,227)	-2.1%
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	-



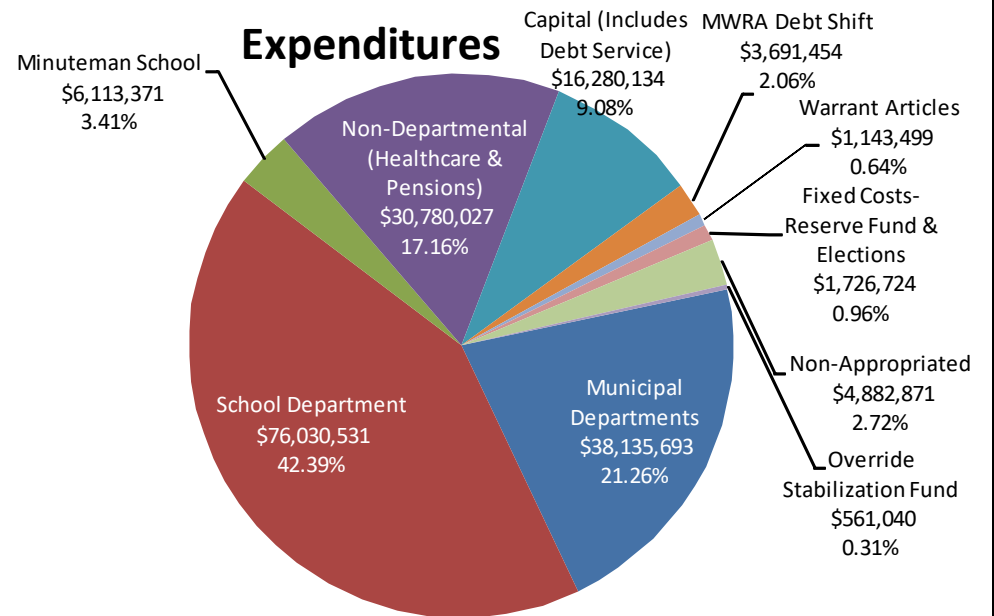
Fiscal Year 2021

Total \$179,345,344

Revenue



Expenditures



Fiscal Year 2021 Budget



Budget Summaries Comparison FY 2020-2021

DEPARTMENT	Fiscal Year 2020					Fiscal Year 2021						
	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	Dollar Difference	Percent Difference
FINANCE COMMITTEE	8,150	2,500	10,650	-	10,650	8,201	2,500	10,701	-	10,701	51	0.5%
SELECT BOARD	296,201	100,150	396,351	(34,317)	362,034	304,499	100,550	405,049	(30,337)	374,712	12,678	3.5%
TOWN MANAGER	822,262	53,000	875,262	(195,773)	679,489	932,693	55,200	987,893	(204,347)	783,546	104,057	15.3%
HUMAN RESOURCES	306,790	56,450	363,240	(16,800)	346,440	326,741	56,450	383,191	(17,532)	365,659	19,219	5.5%
COMPTROLLER	342,941	27,600	370,541	(29,943)	340,598	349,389	27,600	376,989	(30,990)	345,999	5,401	1.6%
TREASURER	675,356	162,663	838,019	(108,056)	729,963	664,314	166,663	830,977	(116,401)	714,576	(15,387)	-2.1%
POSTAGE	33,265	190,883	224,148	(36,457)	187,691	33,847	190,883	224,730	(38,761)	185,969	(1,722)	-0.9%
ASSESSORS	298,723	33,248	331,971	-	331,971	308,615	33,248	341,863	-	341,863	9,892	3.0%
INFORMATION TECHNOLOGY	699,665	409,853	1,109,518	(199,015)	910,503	703,264	563,003	1,266,267	(200,940)	1,065,327	154,824	17.0%
LEGAL	476,875	136,665	613,540	(115,736)	497,804	467,157	136,665	603,822	(117,651)	486,171	(11,633)	-2.3%
TOWN CLERK	248,875	28,260	277,135	-	277,135	238,959	29,260	268,219	-	268,219	(8,916)	-3.2%
REGISTRARS	58,858	13,250	72,108	-	72,108	59,562	13,250	72,812	-	72,812	704	1.0%
PARKING	74,553	20,780	95,333	(36,314)	59,019	74,352	20,780	95,132	(37,176)	57,956	(1,063)	-1.8%
PLANNING & COMM.DEVELOPEMENT	652,350	27,830	680,180	(121,606)	558,574	678,337	27,821	706,158	(109,619)	596,539	37,965	6.8%
REDEVELOPMENT	-	10,800	10,800	-	10,800	-	10,800	10,800	-	10,800	-	0.0%
ZONING BOARD OF APPEALS	24,391	10,100	34,491	-	34,491	22,834	10,100	32,934	-	32,934	(1,557)	-4.5%
PUBLIC WORKS*	4,269,315	7,177,488	11,246,803	(1,282,356)	9,964,447	4,532,715	7,059,340	11,592,055	(1,328,987)	10,263,068	298,621	3.0%
FACILITIES	462,049	395,044	857,093	(104,581)	752,512	489,787	425,044	914,831	(106,133)	808,698	56,186	7.5%
POLICE	7,714,428	713,070	8,427,498	(64,575)	8,362,923	7,864,062	714,070	8,578,132	(66,827)	8,511,305	148,382	1.8%
FIRE	7,450,346	415,800	7,866,146	(209,504)	7,656,642	7,545,625	420,400	7,966,025	(211,296)	7,754,729	98,087	1.3%
INSPECTIONS	505,042	15,200	520,242	-	520,242	519,048	15,200	534,248	-	534,248	14,006	2.7%
LIBRARIES	1,984,238	538,880	2,523,118	(25,200)	2,497,918	2,070,127	538,880	2,609,007	(25,200)	2,583,807	85,889	3.4%
HUMAN SERVICES											-	0.0%
HEALTH & HUMAN SERVICES	574,570	109,200	683,770	-	683,770	624,434	153,200	777,634	-	777,634	93,864	13.7%
VETERANS' SERVICES	74,950	305,268	380,218	-	380,218	75,728	305,268	380,996	-	380,996	778	0.2%
COUNCIL ON AGING	282,910	41,700	324,610	-	324,610	320,225	66,200	386,425	-	386,425	61,815	19.0%
YOUTH SERVICES & COA	-	170,000	170,000	-	170,000	-	170,000	170,000	-	170,000	-	0.0%
COLLECTIVE BARGAINING	215,269	-	215,269	-	215,269	251,000	-	251,000	-	251,000	35,731	16.6%
MUNICIPAL DEPTS.	28,552,372	11,165,682	39,518,054	(2,580,233)	36,937,821	29,465,515	11,312,375	40,777,890	(2,642,197)	38,135,693	1,197,872	3.2%
RESERVE FUND	-	1,604,584	1,604,584	-	1,604,584	-	1,726,724	1,726,724	-	1,726,724	122,140	7.6%
ELECTIONS	94,426	24,300	118,726	-	118,726	161,191	24,820	186,011	-	186,011	67,285	56.7%
FIXED COSTS	94,426	1,628,884	1,723,310	-	1,723,310	161,191	1,751,544	1,912,735	-	1,912,735	189,425	11.0%
EDUCATION	71,427,139	-	71,427,139	-	71,427,139	76,030,531	-	76,030,531	-	76,030,531	4,603,392	6.4%
N.C. PENSIONS	-	18,468	18,468	-	18,468	-	18,468	18,468	-	18,468	-	0.0%
C. PENSIONS	-	12,543,872	12,543,872	(1,206,394)	11,337,478	-	13,246,911	13,246,911	(1,344,140)	11,902,771	565,293	5.0%
INSURANCE	-	18,615,729	18,615,729	(723,893)	17,891,836	-	19,587,502	19,587,502	(728,714)	18,858,788	966,952	5.4%
GRAND TOTAL	100,073,937	43,972,635	143,846,572	(4,510,520)	139,336,052	105,657,237	45,916,800	151,574,037	(4,715,051)	146,858,986	7,522,934	5.4%



SUMMARY OF 2021 INCREASES/DECREASES (Totals include Offset changes)

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ 51 0.48%	
	\$ 51	Salaries and Wages
Select Board	\$ 12,678 4.46%	
	\$ 8,298	Salaries and Wages
	\$ 400	Increase in dues and subscriptions
	\$ 3,980	Decrease in W/S Offset
Town Manager	\$ 104,057 15.31%	
	\$ 110,431	Salaries and Wages
	\$ 2,200	Increase in dues and website support
	\$ (1,000)	Decrease in office supplies
	\$ 1,000	Increase in otherwise unclassified
	\$ (8,574)	Increase in W/S and CPA Offsets
Human Resources	\$ 19,219 5.55%	
	\$ 19,951	Salaries and Wages
	\$ (732)	Increase in W/S Offset
Comptroller	\$ 5,401 1.59%	
	\$ 6,448	Salaries and Wages
	\$ (1,047)	Increase in W/S Offset
Treasurer-Collector	\$ (15,387) -2.11%	
	\$ (11,042)	Salaries and Wages
	\$ 1,000	Increase in advertising
	\$ 3,000	Increase in legal expense
	\$ (8,345)	Increase in W/S Offset



SUMMARY OF 2021 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Postage	\$ (1,722) -0.92%	
	\$ 582	Salaries and Wages
	\$ (2,304)	Increase in W/S Offset
Board of Assessors	\$ 9,892 2.98%	
	9,892	Salaries and Wages
Information Technology	\$ 154,824 17.00%	
	\$ 3,599	Salaries and Wages
	\$ (1,925)	Increase in W/S Offset
	\$ 8,150	Increase in network maintenance
	\$ 25,000	Increase in other purchased services
	\$ 120,000	Increase in MUNIS Software Support
Legal	\$ (11,633) -2.34%	
	\$ (9,718)	Salaries and Wages
	\$ (1,915)	Increase to Offset
Town Clerk	\$ (8,916) -3.22%	
	\$ (9,916)	Salaries and Wages
	\$ (500)	Decrease in stenographers
	\$ 500	Increase in office supplies
	\$ (500)	Decrease in binding
	\$ 1,000	Increase in printing: ballots/bylaws
	\$ 500	Otherwise unclassified
Registrars	\$ 704 0.98%	
	\$ 704	Salaries and Wages
Parking	\$ (1,063) -1.80%	
	\$ (201)	Salaries and Wages
	\$ (862)	Increase in Offset



SUMMARY OF 2021 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Planning & Comm. Development	\$ 37,965 6.80%	
	\$ 25,987	Salaries and Wages
	\$ (4,910)	Decrease in auto allowance
	\$ 4,901	Increase in technology/economic development
	\$ 11,987	Decrease in offsets
Zoning Board of Appeals	\$ (1,557) -4.51%	
	\$ (1,557)	Salaries and Wages
Public Works	\$ 298,621 7.04%	
	\$ 19,456	Natural Resources Salaries & Wages
	\$ 5,000	Natural Resources Increased Expenses
	\$ 76,287	Engineering Salaries & Wages
	\$ 8,907	Engineering Expenses
	\$ (55,553)	Engineering Increase in Offset
	\$ 10,000	Streetlighting Increased Expenses
	\$ 120,591	Admin Salaries & Wages
	\$ (10,378)	Admin Increase in Offset
	\$ 41,260	Highway Increased Salaries & Wages
	\$ 15,000	Highway Increased Expenses
	\$ (20,671)	Highway Increase in Offset
	\$ 3,700	MER Decreased Salaries & Wages
	\$ (10,029)	MER Increase Offset
	\$ 82,945	Solid Waste Increased Expenses
	\$ 2,106	Cemetery Increased Salaries & Wages
	\$ (40,000)	Cemetery Decreased Expenses
	\$ 50,000	Cemetery Decrease in Offset



SUMMARY OF 2021 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Facilities	\$ 56,186 7.47%	
	\$ 27,738	Salaries and Wages
	\$ 10,000	Increase in Professional Maintenance
	\$ 20,000	Increase in Repair and Maintenance
	\$ (1,552)	Increase in W/S Offset
Police	\$ 148,382 1.77%	
	\$ 149,634	Salaries and Wages
	\$ 25,000	Increase in telephone: expenses
	\$ 1,000	Increase in care of dogs
	\$ (25,000)	Decrease in teleprocessing
	\$ (2,252)	Increased Parking Fund Offset
Fire	\$ 98,087 1.28%	
	\$ 95,279	Salaries and Wages
	\$ (2,400)	Decrease in fire alarm systems
	\$ 3,000	Increase in repair and maintenance
	\$ 4,000	Increase in other supplies
	\$ (1,792)	Increase in W/S Offset
Inspectional Services	\$ 14,006 2.69%	
	\$ 14,006	Salaries and Wages
Libraries	\$ 85,889 3.40%	
	\$ 85,889	Salaries and Wages
	\$ (3,000)	Decrease in maintenance
	\$ (12,000)	Decrease in heating fuel
	\$ 10,000	Increase in books and materials
	\$ 5,000	Increase in tech supplies



SUMMARY OF 2021 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Health and Human Services	\$ 93,864 13.73%	
	\$ 49,864	Salaries and Wages
	\$ 12,500	Increase in rental of buildings
	\$ 500	Increase in dues and subscriptions
	\$ 8,000	Increase in training
	\$ 400	Increase in office supplies
	\$ 600	Increase in other supplies
	\$ (2,000)	Decrease in supplies: medical
	\$ 10,000	Increase in rodent control
	\$ 14,000	Increase in mosquito control
Veterans' Services	\$ 778 0.20%	
	\$ 778	Salaries and Wages
Council on Aging	\$ 61,815 19.04%	
	\$ 37,315	Salaries and Wages
	\$ 22,500	Increase in Rental of Buildings
	\$ 2,000	Increase in office supplies
Arlington Youth Counseling Center	\$ - 0.00%	
COA Trans. Subsidy	\$ - 0.00%	
Collective Bargaining	\$ 35,731 16.60%	
Subtotal: Municipal Departments	1,197,872 3.25%	



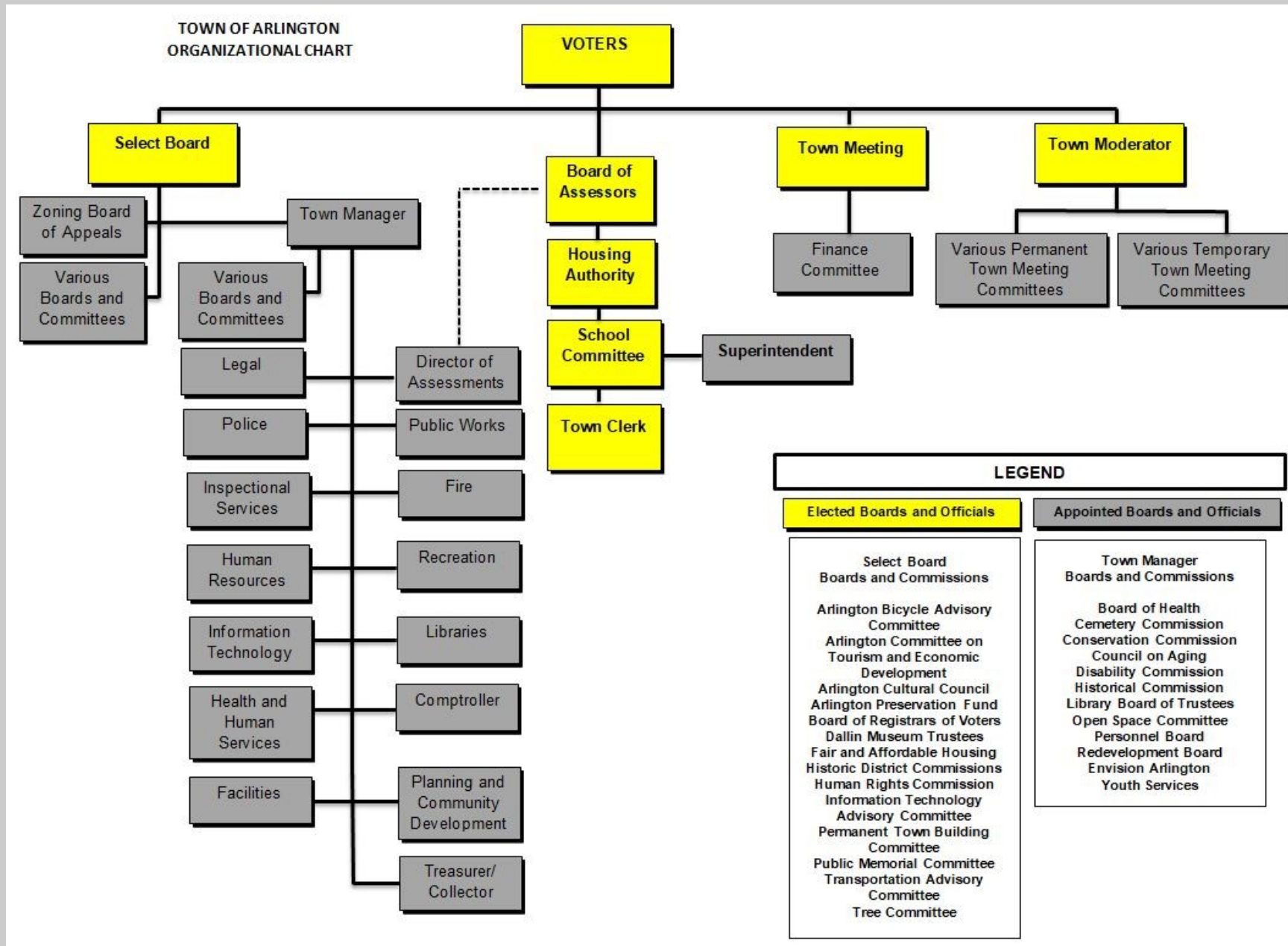
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Contributory Retirement	\$ 565,293 4.98%	
Group Health Insurance	\$ 966,952 5.55%	
	\$ 2,001	Increase in Opt Out Program
	\$ 903,360	Increase in Group Health Insurance
	\$ 4,312	Increase in Group Life Insurance
	\$ 56,220	Decrease in Medicare Payroll Tax
	\$ (4,821)	Increase in Offset
	\$ 5,880	Increase in Flexible Benefit Plan
Reserve Fund	\$ 122,140 7.61%	
Elections	\$ 67,285 56.70%	
		\$67,285 Salaries & Wages
Subtotal: Fixed Costs	\$ 1,721,670 10.98%	
Total: Education	\$ 4,603,392 6.44%	
Grand Total	\$ 7,522,934	

Fiscal Year 2021 Budget



Budget Summaries

	FY11		FY12		FY13		FY14		FY15		FY16		FY17		FY18		FY19		FY20		FY21		FY20 to 21 FTE Change		FY11 - 21 FTE Change		
Department	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT					
General Fund																											
Finance Committee	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0.00	0%	0.00	0%	
Board of Selectmen	3	0.50	3	0.50	3	0.50	3	0.50	3	0.51	3	0.51	3	0.51	3	0.51	4	0.00	4	0.00	4	0.00	4	0.00	0.50	14%	
Town Manager (Purchasing)	4	1.00	4	0.98	4	1.20	5	0.69	5	0.69	5	0.69	6	0.69	6	0.69	6	0.69	6	0.69	7	0.50	0.81	12%	2.50	50%	
Human Resources	3	0.00	3	1.00	3	0.54	3	0.54	3	0.51	3	0.51	3	0.51	3	0.51	3	0.51	3	0.51	3	0.80	0.29	8%	0.80	27%	
Information Technology	5	1.00	5	1.00	5	1.00	7	0.50	7	0.30	7	0.30	7	0.30	7	0.60	7	0.00	7	0.00	7	0.00	0.00	0%	1.00	17%	
Comptroller	4	1.80	4	1.80	4	1.80	4	1.30	4	1.30	4	1.30	4	1.30	4	1.30	4	0.00	4	0.00	4	0.00	0.00	0%	-1.80	-31%	
Treasurer/Collector	9	0.86	9	0.86	9	0.86	9	0.86	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	0.00	0%	0.14	1%	
Postage	0	0.70	0	0.70	0	0.70	0	0.70	0	0.63	0	0.63	0	0.66	0	0.66	0	0.66	0	0.66	0	0.66	0.00	0%	-0.04	-6%	
Assessors	4	0.46	4	0.46	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	-0.46	-10%	
Legal (Workers' Comp)	4	0.50	4	0.54	4	0.51	4	0.51	4	0.54	4	0.54	4	0.54	4	0.54	4	0.53	4	0.53	4	0.53	0.00	0%	0.03	1%	
Town Clerk	4	0.45	4	0.00	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	4	0.00	4	0.00	4	0.00	0.00	0%	-0.45	-10%	
Parking	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	0.00	0%	
Board of Registrars	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	0.00	0%	
Planning & Comm Development	4	0.75	5	1.32	5	1.32	5	0.83	5	1.06	5	1.06	5	1.06	7	0.00	8	0.00	8	0.00	8	0.00	0.00	0%	3.25	68%	
Redevelopment Board	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-0.50	-100%	
Zoning Board	0	0.50	0	0.46	0	0.46	0	0.46	0	0.48	0	0.48	0	0.49	0	0.49	0	0.49	0	0.49	0	0.49	0.00	-0.20	-41%	-0.21	-42%
Public Works	62	0.62	60	1.13	59	1.63	59	1.81	59	1.98	59	2.35	58	1.55	59	1.55	60	0.86	60	0.86	62	1.70	2.84	5%	1.08	2%	
Admin	7	0.00	6	0.50	6	1.00	6	1.18	6	1.35	6	1.72	5	0.86	5	0.86	5	0.86	5	0.86	6	1.70	1.84	31%	0.70	10%	
Engineering	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	5	0.00	1.00	25%	1.00	25%	
Natural Resources, Properties	17	0.00	18	0.00	18	0.00	18	0.00	18	0.00	17	0.63	17	0.69	17	0.69	18	0.00	18	0.00	18	0.00	0.00	0%	1.00	6%	
Highways	23	0.00	23	0.00	22	0.00	22	0.00	22	0.00	22	0.00	22	0.00	23	0.00	23	0.00	23	0.00	23	0.00	0.00	0%	0.00	0%	
Motor Equipment Repair	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	0.00	0%	0.00	0%	
Cemeteries	5	0.62	3	0.63	3	0.63	3	0.63	3	0.63	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	-1.62	-29%	
Community Safety -- Admin	5	0.00	5	0.00	5	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-5.00	-100%	
Police	63	0.00	65	0.00	65	0.00	84	2.67	82	2.66	82	2.66	84	2.66	83	3.46	83	3.46	83	3.57	84	3.56	0.99	1%	24.56	39%	
Other	2	2.96	1	3.51	4	1.81	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-4.96	-100%	
Fire	75	0.00	76	0.00	76	0.00	80	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	0.00	0%	6.00	8%	
Support	12	0.00	12	0.00	12	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-12.00	-100%	
Inspections	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	6	0.00	6	0.00	6	0.00	5	1.29	0.29	5%	1.29	26%	
Libraries	20	11.30	20	11.30	20	11.30	21	8.15	22	6.90	22	7.39	22	7.02	21	8.41	24	6.64	23	7.50	23	8.30	0.80	3%	0.00	0%	
Facilities	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	1.18	5	1.33	5	0.83	5	0.83	5	0.83	5	1.11	0.28	5%	6.11	-	
Health and Human Services	5	3.40	5	3.40	5	3.25	5	3.25	6	2.30	6	2.30	6	2.30	7	2.89	8	2.60	8	4.14	10	3.18	1.04	9%	4.78	57%	
Enterprise Funds																											
Water & Sewer	16	0.50	16.00	0.50	16.00	0.50	16	0.50	16	0.50	16	0.50	16	0.50	16	0.30	16	0.30	17	0.00	17	0.00	0.00	0%	0.50	3%	
Arlington Recreation	1	2.25	2.00	1.02	1.00	1.02	1	1.12	1	1.24	1	1.35	2	0.57	1	1.87	3	4.70	3	4.70	3	4.51	-0.19	-2%	4.26	131%	
Ed Burns Arena	1	2.00	2.00	1.27	2.00	1.12	2	1.12	2	1.12	1	1.95	1	1.90	1	1.60	1	1.90	1	1.90	1	1.90	0.00	0%	-0.10	-3%	
Council on Aging Trans.	1	0.10	1.00	0.54	1.00	0.54	1	0.54	1	0.54	1	0.54	1	0.60	0	1.60	0	0.60	0	0.80	0	0.80	0.00	0%	-0.30	-27%	
Arlington Youth Counseling Ctr	0	1.47	2.00	1.48	2.00	1.48	3	1.48	3	1.90	2	2.68	2	2.48	3	1.77	3	1.77	3	1.97	3	3.02	1.05	21%	4.55	310%	
TOTAL	314	33.82	319	34.47	320	32.47	327	28.46	329	26.09	328	29.85	335	27.90	337	30.01	346	26.74	346	29.35	351	32.35	8.00	2%	35.53	10%	





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SECTION IV

BUDGETS



GENERAL GOVERNMENT

FINANCE COMMITTEE • RESERVE FUND •
BOARD OF SELECTMEN • TOWN MANAGER •
HUMAN RESOURCES • COMPTROLLER • TREASURER

POSTAGE • ASSESSORS • INFORMATION
TECHNOLOGY • LEGAL • TOWN
CLERK • BOARD OF REGISTRARS •
PARKING

PLANNING & COMMUNITY DEVELOPMENT •
REDEVELOPMENT BOARD •
ZONING BOARD OF APPEALS



Program Description

The Finance Committee is comprised of 21 members appointed from each of the 21 precincts in Town. The purpose of the Committee is to "consider all articles contained in any warrant except articles on zoning upon which the zoning by-law requires a report to be made to the Town by the Redevelopment Board and those articles which do not require or request an appropriation of money...Said committee shall make recommendations, and shall report in print...to each Town Meeting." The Committee also makes general suggestions, criticisms, and recommendations, including articles which may not request an appropriation.

The Committee is also the custodian of the reserve fund, which is appropriated annually to allow for any unforeseen expense, which may occur during the fiscal year. The Committee's members play active roles in Town finance, officially representing the Finance Committee on many of the Town's other committees. These include: the Capital Planning Committee, the Budget and Revenue Task Force, the Long Range Planning Committee, Envision Arlington, Information Technology Advisory Board, and other committees voted by Town Meeting.

Budget Statement

The Finance Committee has increased personnel services by \$51 for FY21. The Reserve Fund is one percent (1%) of General Fund Revenue.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Reserve Fund				
Expenses	1,553,287	1,604,584	1,726,724	
Total	1,553,287	1,604,584	1,726,724	-

FY2021 Objectives

- Review and recommend on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.
- Participate in all committees which require a representative from the Finance Committee, such as, but not limited to, the Capital Planning Committee, the Information Technology Advisory Board, and the Budget and Revenue Task Force.

Major Accomplishments for 2019

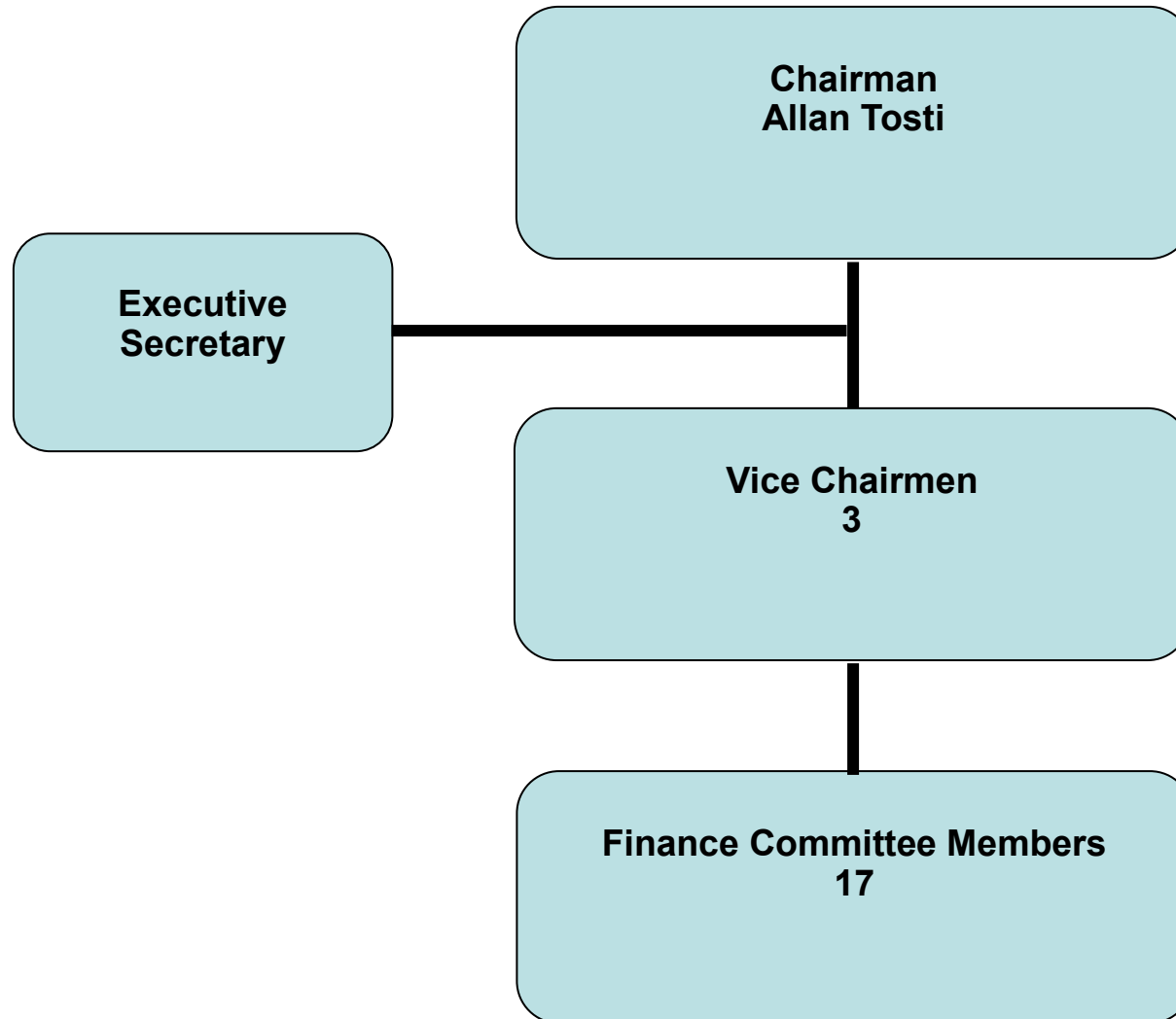
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Finance Committee				
Personnel Services	7,400	8,150	8,201	
Expenses	1,312	2,500	2,500	
Total	8,712	10,650	10,701	-

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Finance Committee				
Managerial				
Clerical	1PT	1PT	1PT	1PT
Professional/Technical				
Total	1PT	1PT	1PT	1PT





Program Description

To perform the duties of Administrative Office of the Select Board in an efficient, organized and professional manner.

- Provide administrative support to the Select Board.
- Serve as initial contact for the Select Board to the public, providing general information and assistance.
- Provide service as initial contact for the public regarding complaints, issues, and other business matters.
- Process and issue licenses and permits granted by the Select Board.
- Process and issue all Alcoholic Beverages Control Commission (ABCC) state alcohol licenses.
- Provide administrative assistance for private way repair.
- Preparation of weekly distribution of Board Information.
- Preparation and follow up for Select Board Meetings.
- Preparation and distribution of all election and town meeting warrants.
- Staffing and maintenance of all polling locations.
- Provide administrative support and information for Town Day Committee.
- Provide administrative support for exceptions to overnight parking ban.
- Preparation and distribution of Proclamations for the Select Board.
- Provide planning and follow up for all Select Board special events.
- Provide support and resources to the Select Board, committees, boards, and commissions.
- Provide administrative support for postings of all meeting notices and minutes for Select Board Committees.

Budget Statement

The Select Board's Office will continue to work with the Town Manager and all other Town Departments and officials to maintain the budget. The budgets fluctuate subject to the number of elections and Special Town Meetings in any given year. As Arlington continues to thrive as a popular place for restaurants, we expect that revenues from related permits will be maintained.

STAFFING

Select Board	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	3	3	3	
Professional/Technical	0	0	0	
Total	4	4	4	

FY2021 Objectives

- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with the Arlington Tourism and Economic Development Committee to review the committee's priorities and the committee's structure with a focus on developing a sustainable model through which these priorities can be achieved.
- Update the Select Board's Policy Handbook and establish a policy outlining the manner and frequency in which it will be reviewed.
- Continue to enhance accessibility and transparency of Select Board proceedings through the integration of technology.
- Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical.

PROGRAM COSTS

Select Board	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	284,563	296,201	304,499	
Expenses	20,199	22,150	22,550	
Total	304,762	318,351	327,049	-

**FY2021 Objectives (cont.)**

- Work to develop a memorandum of agreement with the Town Clerk's Office and the Board of Registrars regarding the management and administration of elections.
- Continue to implement the State mandated Early Voting Process for State and Federal elections.
- Coordinate the repainting and carpet installation of the Select Board's Office.
- Facilitate reorganization of the Select Board files.
- Facilitate reorganization of electronic archives.
- Continue to revise applications and permits for all license/permit categories.

Major Accomplishments for 2019

- Managed two different elections, including the Annual Town Election (April 2019), Special Town Election (June 2019).
- Spearheaded the 42nd Anniversary of Town Day, including all administration and coordination of events.
- Successfully implemented online Town Day booth payments.
- Coordinated with Select Board for planning one Special Town Meetings (April 2019) as well as Annual Town Meeting (April 2019).
- Successfully implemented revisions of: Special/One Day Licenses, Caterer's Licenses and Fundraiser Events.
- Assisted the Memorial Day Veterans celebration at Town Hall.
- Updated and organized the content of the Select Board webpage.
- Continued to be supportive to all Town Departments.

SUB PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Elections				
Personnel Services	47,210	94,426	161,191	
Expenses	151,915	24,300	24,820	
Total	199,125	118,726	186,011	-

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Select Board				
Meetings:				
Town Meeting Preparations	8	4	8	8
Special Town Meeting Preparations	1	3	2	2
Select Board Meeting Preparations	28	26	28	28
Audit Advisory Meeting Preparations	2	1	1	1
Budget & Revenue Task Force	2	1	1	1
Select Board Goal Setting	1	1	1	1



Select Board

Diane Mahon
Joseph A. Curro, Jr.
Stephen W. DeCoursey
Daniel Dunn
John V. Hurd

Board Administrator

Marie Krepelka

Office Manager

Administrative Assistant

Principal Clerk



Program Description

The Town Manager's Office implements Town policy and provides management of all operational and support departments, excluding Town Clerk and Select Board.

The Town Manager is responsible for the direct management and supervision of Public Works, Police, Fire, Health and Human Services, Facilities, Inspectional Services, Libraries, Planning and Community Development, Legal/Workers' Compensation, Human Resources, Information Technology, Assessing, Treasurer/Collector, Comptroller, and Recreation departments. It is also responsible for the capital and operating budgets, the Annual Report, insurance, Town website, legislative initiatives, policy recommendations to the Select Board, and purchasing. It provides staff support for the Community Preservation Act Committee, the Capital Planning Committee, and coordinates public records requests.

The Office approves all Town purchasing, including bid management, assistance in the review and approval of all Requests for Proposals, Request for Quotations, and bids, and encourages a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of team work.

Budget Statement

The FY2021 budget is an increase of \$110,431 in personnel services. This increase is due to a new part-time staff person who will be responsible for answering public records requests and because the Public Information Officer will be increased from part- to full-time.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Town Manager				
Personnel Services	761,833	822,262	932,693	
Expenses	36,817	53,000	55,200	
Total	798,650	875,262	987,893	-

FY2021 Objectives

- Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans.
- Continue to evaluate current methods of delivering services to ensure that the most productive, cost efficient method is used with a particular focus on solid waste, recycling, and compost issues in preparation for impacts from the shifting recyclables market.
- Continue to maximize grant funding and other revenue enhancing opportunities including grants and technical resources available to Community Compact program participants.
- Work with legislators and other communities for a more equitable distribution of state resources and identify and communicate the Town's legislative priorities to the local delegation.
- Continue to work with the School Department on ongoing implementation of the joint Town/School Facilities Department with a focus on asset inventory and programming for maintenance scheduling.
- Finalize the sale of the property at 1207 Massachusetts Avenue.
- Continue to work with the Town Manager, the Friends of the Robbins Town Hall Gardens, and the Community Preservation Committee to implement appropriated improvements to Town Hall and the Garden.
- Work with the Library Board of Trustees as it advances the "Reimagining Our Libraries" program and begins to seek funding for improvements to the Robbins and Fox Libraries.
- Continue to work with the Master Plan Implementation Committee as it implements key strategies and recommendations contained in the Master Plan, including developing a Sustainable Transportation Plan and amending zoning to better accommodate economic development and the development of affordable housing.

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Town Manager				
Managerial	3	3	3	
Clerical	1	1	1	
Professional/Technical	2.7	2.7	3.5	
Total	6.7	6.7	7.5	-



FY2021 Objectives (cont.)

- Continue to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Coordinator, with a particular focus on implementing the Arlington Heights Neighborhood Action Plan.
- Work to oppose the current proposal for the Mugar property, protect the wetlands contained within the property, and work toward the best outcome for the property, the neighborhood, and the Town.
- Continue to work with the Arlington Commission for Arts and Culture to support promotional opportunities for arts and culture in Arlington, continue to promote the cultural district, and assist in the implementation of the Arts and Culture Action Plan while also working to develop metrics for measuring the impact of investments in arts and culture.
- Work with stakeholders to identifying land for storm debris and snow storage, with a particular focus on engaging in the community in a dialogue regarding the acquisition of the vacant land at Poet's Corner.
- Communicate and coordinate with neighboring communities to identify issues that have regional impacts.
- Work with appropriate stakeholders to engage in a community dialogue about the future maintenance and use of the Great Meadows.
- Move forward with plan to replace sidewalks in Arlington Center while maintaining consideration of and seeking funding for the more comprehensive conceptual redesign of Mass. Ave. in Arlington Center (Mass Ave Phase 2).
- Continue to work with the Parking Advisory Committee on managing the Arlington Center Parking Management Strategy, prepare proposals for the Parking Benefit District, and pursue funding for a parking study to be performed in East Arlington.
- Continue to work with the Parking Advisory Committee to investigate the implementation of a mobile payment app for parking meters, considering a variable pricing model, enhancing data collection and reporting, and exploring expansion of metering.
- Work with ABAC and TAC to leverage the Complete Streets program and promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town.
- Work with Disabilities Commission and Department of Public Works to continue to aggressively fund and implement ADA accessible curb ramp improvements.

FY2021 Objectives (cont.)

- Continue neighborhood transportation reviews and continue broader review through the Sustainable Transportation Plan process.
- Work with the state legislative delegation and the MBTA to advocate for the repair and preservation of the Alewife parking garage.
- Explore more options for customer service enhancement including enhanced use of website and connecting citizen requests to the GIS database.
- Receive quarterly reporting from the Request/Answer center with a focus on metrics that provide value to the Board.
- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with Town Manager and Public Information Officer to maintain and expand traditional and alternative means to enhance public communication.
- Explore the implementation and technology required to allow the Zoning Board of Appeals board members and the public to participate remotely.
- Work with the Director of Information Technology to renew the 3 year IT Strategic Plan.
- Work with Treasurer to procure a new online payment vendor and continue to explore opportunities to expand the implementation of online bill payments.
- Work to integrate GIS data and mapping tools into Public Works work order management.
- Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.
- Continue the expansion of electric vehicle charging infrastructure for public use.
- Continue participation in and support of the Clean Energy Future Committee as it puts together Arlington's Net Zero (greenhouse gas emissions) by 2050 Plan.
- Continue bargaining, utilizing the results of the compensation study, with unions not yet settled.
- Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization with a focus on developing a strategy for enhancing diversity in hiring.
- Work to implement the Pay Equity Law.



FY2021 Objectives (cont.)

- Work to provide organization-wide professional development, focused on customer service training, with a focus on training mid-level managers and supervisors in FY2020.

Major Accomplishments for 2019

- Received Government Finance Officers Association Distinguished Budget Presentation Award for the seventh consecutive year.
- Appointed Acting Police Chief Julianne Flaherty Arlington's new Police Chief and an interim Recreation Director.
- Worked with the Long Range Planning Committee to develop a plan to reduce the MWRA debt shift as a means of offsetting tax bill impacts of the AHS debt exclusion and an operating override.
- Worked with the Arlington High School Building Committee as it worked to finalize the schematic design of the project and requested approval of a project scope and budget agreement by the MSBA.
- Worked with the ARB and the PTBC to finalize design and seek funding from Town Meeting for the Central School focused on improving the space used as a Senior Center and second floor office space for the Department of Health and Human Services.
- Worked with the PTBC to finalize design and funding from Town Meeting for a renovation of the DPW facility.
- Worked with the newly appointed Diversity, Equity, and Inclusion Coordinator to organize a Race, Equality, and Leadership (REAL) training, facilitated by the National League of Cities, for Town mid-level and management staff.
- Launched the mobile app for the Request/Answer Center.
- Populated and convened the Clean Energy Future Committee to begin planning for achieving Net Zero status in Arlington by 2050.
- Worked with IT and the Board of Health and the Conservation Commission to allow for remote participation for both members and residents.

Major Accomplishments (cont.)

- Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical.
- Worked with the neighborhood, Department of Planning & Community Development, and community stakeholders to assist with the transition from Youth Villages to McLean Hospital at the former Germaine Lawrence campus.
- Worked with the Department of Planning and Community Development to analyze the results of the Bus Rapid Transit (BRT) pilot and develop recommendations for the permanent implementation of the program. The BRT lane was approved and became permanent in FY2020.
- Worked with stakeholders to identify funding for and implement the traffic signal at the intersection of Lake Street and the Minuteman Bikeway. Funding for this project was approved by FY2019 Town Meeting and construction will begin in Summer 2020.



Program Description

An ongoing goal of the Select Board is to enhance public communication and customer service during day-to-day Town operations and in the event of an emergency, plus promote the interests of the Town in concert with its online policy. The Public Information Officer (PIO) works with all departments to achieve these goals by leveraging existing, and new, communication channels and technologies to improve efficiencies, effectiveness, and staff productivity. The PIO also manages these systems and trains staff so postings comply with federal, state, and local laws, such as the Americans with Disabilities Act (ADA), Open Meeting Laws, and the Town's Online Communication Policy.

The main communication channels utilized to meet these objectives are the Town's website, Request/Answer Center (R/A Center), Town of Arlington Notices (email), social media, Arlington Alert System (phone), as well as working with local media. For ADA compliance the Town uses Site Improve, a software program that scans the Town website and reports ADA and quality assurance issues.

This is the fifth full fiscal year utilizing the new content management system (CMS) that powers the Town's website. The Town continues to build staff capacity by introducing new processes and training about content creation and dissemination. As of late 2019, active staff users on the main communications systems are as followed: Website CMS, 75 users; R/A Center, 70 users; Site Improve, 28 users; social media, 17 users; and Arlington Alerts, 15 users.

Budget Statement

The website refresh is planned for early FY21; communications and ADA compliance are ongoing efforts. Site Improve has been extremely useful for improving ADA compliance and institutional knowledge of online ADA compliance and will be utilized for FY21 as well. PIO engagement with staff during the ADA Compliance/Redesign initiative has shown improvement in ADA compliance and knowledge, collaboration across departments, and content streamlining content. To respond to the Town's increasing communication needs, system management, and staff training, the hours of the Town's part-time PIO increase to full-time.

FY2021 Objectives

The Town continues to build an extremely valuable relationship with its constituents by providing content and services they seek online or by delivering it to their desktop and mobile devices. The Town continues to leverage all channels to improve service delivery and performance. Communication objectives continue to be:

- Support staff in their public communication and online customer support initiatives.
- Provide timely and accurate information to residents; maintain visitor loyalty.
- Continue to develop uses of traditional and new media to communicate with the public.
- Implement new features/processes to improve communications and transparency.
- Continue to improve online ADA compliance.
- Identify and implement improved reporting mechanisms for all Town communication.
- Look for opportunities to integrate GIS capabilities to the Town's Request/Answer Center.
- Investigate / develop a communications internship program to support the Town's communications goals and needs.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Town Manager				
Purchase Orders Processed	5,607	7,970	6,200	6,000
Bids Processed	59	44	74	35

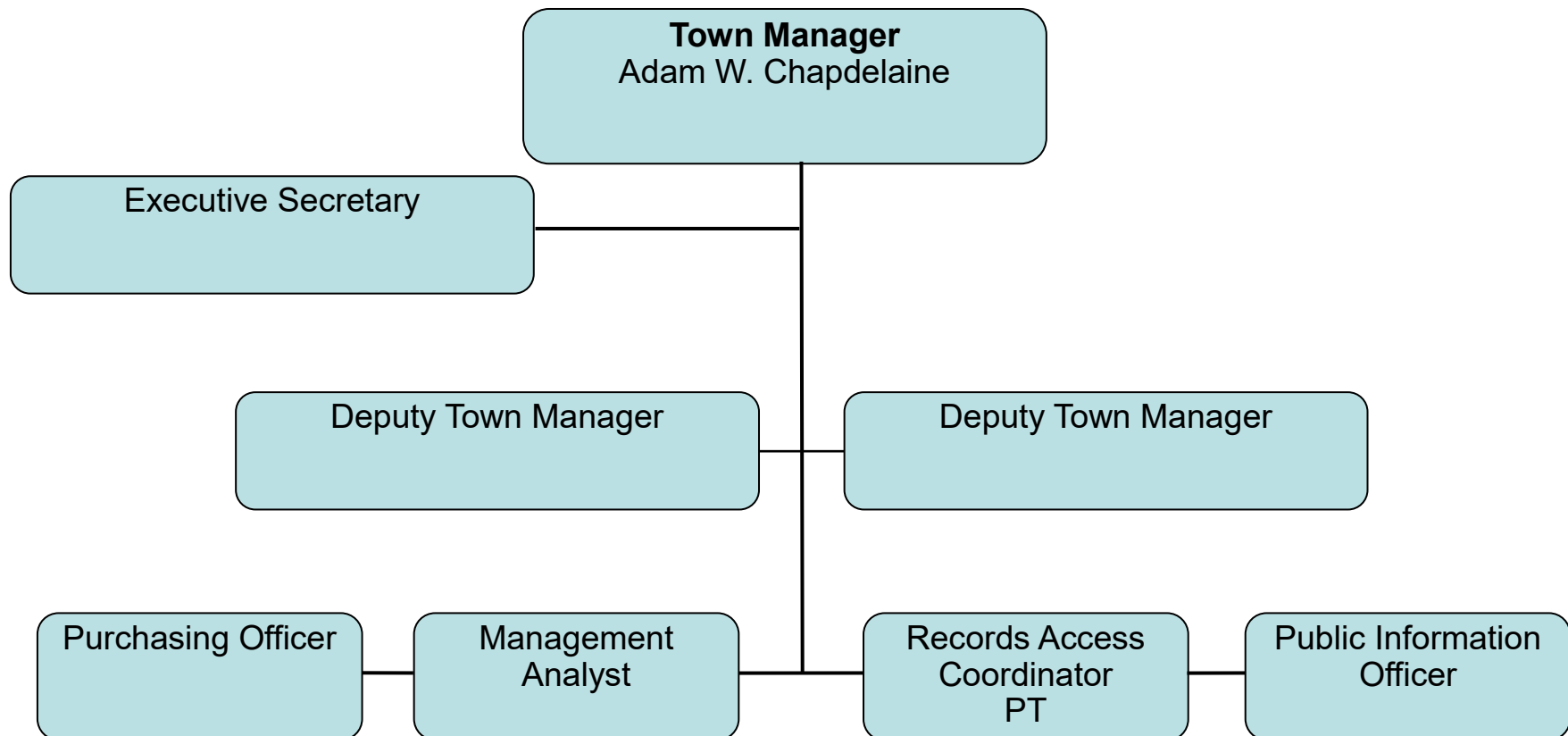


Major Accomplishments for 2019

- Developed/Executed ADA Compliance / Redesign Initiative
 - From Oct. 2018 to July 2019, the Site Improve tool helped staff increase the ADA compliance score for all Town webpages from 68.5 to 92.1.
 - Conducted public website / communications survey.
 - Streamlined pages and improved cross-departmental communications in preparation for website refresh.
- 2018 Annual Report placed 2nd, Category 1, Mass Municipal Association (MMA).
- Supported Arlington High School (AHS) Building project serving on Communications Subcommittee and supporting communication efforts.
- Supported IT on its first GIS integration with Request/Answer Center currently in development (Tree Requests).
- Cross-department meetings and workshops continue to improve communications across departments, content quality, and timeliness. Also aids in handling staff turnover to maintain continuity with public.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program, launched Dec. 2009. At end of calendar year 2019, \$330,473 in cumulative savings realized by residents. Arlington continues to lead the state and ranks in the top 20 for cumulative savings in the program.
- Major campaigns and events supported in 2019 include: Town Meeting, ArlingtonCCA, ArlBRT Bus Priority, HeatSmart, Publications Produced: 2018 Annual Report.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	5,206	5,226	5,690	5,800
% of Growth from previous year	0	0	0	0
% Compared with # of households (19,000)	0	0	0	0
Social Media Town of Arlington Channel only				
Facebook Likes	1,453	1,688	2,062	2,500
Twitter Followers	1,873	2,395	2,918	3,400
Website Traffic (arlingtonma.gov)				
Page Views	1,712,542	1,684,500	1,678,593	1,658,041
Visits/Sessions	673,421	632,051	649,857	625,051
Unique Visitors/Users	323,854	280,866	280,185	293,926
Visitor Loyalty- # of Uniques Visited Over 200 Times	24,762	26,018	31,037	24,439
Request/Answer Center: System Stats				
Answers Viewed on Portal	253,219	131,331	138,189	226,853
**Productivity Preserved in Hours/Answers Viewed	21,102	10,944	11,516	18,904
^New Customer Registrations	1,592	1,614	1,472	1,742
Requests Created	2,964	3,352	2,844	3,235
Requests Closed	2,895	3,300	3,074	3,178
Content Creation/Dissemination				
Calendar Events	1,046	964	913	1,144
News Articles	600	419	344	463
Email Notices (News, Agendas, RFPs)	531	625	866	613





Program Description

The Human Resources Department is a four person team consisting of a Director, Assistant Director, Benefits Administrator, and part-time Assistant Benefits Administrator. The Department's primary objectives are to protect the Town from employment liability issues and to provide quality, professional support to our employees and managers.

The Department administers the town's classification, compensation and benefits programs in compliance with Federal and State Labor Laws, along with local collective bargaining agreements. The Director serves as a primary contact for the Town's six labor unions and is a member of the Town's collective bargaining team. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of town services by recruiting and retaining the best employees, and reviewing and improving Departments' organizational structures.

The Department works to ensure the fair and equitable treatment of all Town employees. The Department administers Health Insurance and other benefits for all active town and school employees as well as retirees. The Department advertises position openings: screens, interviews, and selects the most qualified candidates for positions; maintains the Town's classification and pay plan and ensures compliance with Civil Service Laws, as well as state and federal employment laws. The Department also addresses a wide range of employment matters including disciplinary matters and workplace investigations.

The Town and School Human Resources staffs are committed to a collaborative effort in providing quality service to employees and retirees. We also continue to invest in developing a culture of trust with our labor unions and employees, which in turn helps indemnify the Town from costly employment litigation.

Budget Statement

Human Resources functions are stable and the budget for FY21 is level funded with the exception of some additional hours to our part-time assistant benefits administrator position.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Human Resources				
Personnel Services	297,316	306,790	326,741	
Expenses	37,666	56,450	56,450	
Total	334,982	363,240	383,191	-

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Human Resources				
Health Insurance Contracts Managed	1,923	1,910	1,930	1,970
Opt Outs	71	69	69	70
Life Insurance Contracts Managed	985	976	980	984
Life Insurance Claims Processed	36	27	20	21
Vacancy Postings	38	40	60	50
New Hires	32	40	58	45
Promotions	5	7	10	10
Retirements	20	15	18	21
Resignations/Separations	18	17	25	30

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Town Manager				
Managerial	3	3	3	
Clerical	1	1	1	
Professional/Technical	2.7	2.7	3.5	
Total	6.7	6.7	7.5	

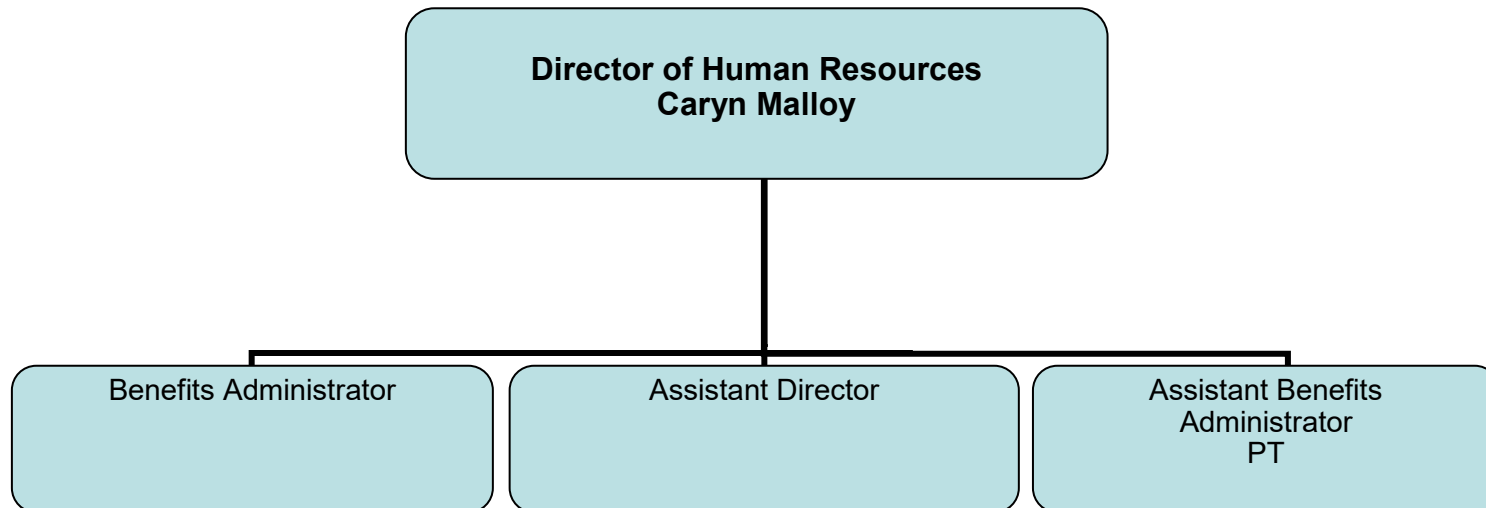


FY2021 Objectives

- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Implement updated online employment/recruitment application software package that complements MUNIS personnel actions and payroll functions.
- Effectively administer the GIC health insurance plans and ensure our employees and retirees feel properly supported in understanding their benefits, including understanding of the Health Reimbursement Account Program.
- Through analysis of health claims data and solicitation of bids from other health care vendors, work with union and retiree leadership to determine if remaining in the GIC is the best option for Arlington employees and retirees.
- Implement new reconciliation process for employee health insurance contributions in addition to employer contributions. Conduct regular and strict auditing of receipts for payment of health, life, and dental insurance.
- Continue to partner with and support the Arlington Public Schools Human Resources Department to improve communications, operations, and ensure even application of employment policies.
- Implement and monitor changes to the myriad local, state, and federal employment laws including but not limited to the Massachusetts Pay Equity Law and Massachusetts Pregnant Workers Fairness Act. Better communicate with employees and protect the Town from employment liability issues.
- Maintain good relations and continue to encourage productive communications with labor unions. Complete successful bargaining with Patrol Officers and integration of successor agreements into collective bargaining agreements and make them available on the Town's website.
- Facilitate the second year of training for Department Heads and middle managers on racial equity.
- Initiate and complete benchmark salary study for 100 town and school positions in preparation for collective bargaining of contracts that expire at the end of Fiscal Year 2021. This is the 3rd comprehensive study initiated; the others were completed for Fiscal Years 2014 and 2017.

Major Accomplishments 2019

- In partnership with the Deputy Town Manager, successfully bargained an agreement with Arlington's Ranking Police Officers. Agreements with the Fire, Professional Library Unions, AFSCME, and SEIU Unions were reached in late 2018. Settled agreements allowed the Town to implement direct deposit and electronic advice statements, adding security, saving time and resources. Bargaining with the Patrol Officer's Union is ongoing.
- Among the searches the Director facilitated over the course of the year were recruitments for Fire Chief, Police Chief and Coordinator of Diversity Equity and Inclusion.
- Supported Town departments in successful recruitment processes for over 50 positions. The department uses tailored processes for each hiring, using assessment tools based around tasks specific to each position.
- Successfully responded to two IRS audits of the Town's ACA reporting, protecting the Town from significant fines.
- Coordinated a comprehensive assessment of Town and School restroom facilities in an effort to bolster Arlington's Municipal Equality Index Score.
- Partnered with School HR, Payroll, Town Manager, and Information Technology staff in the transition to digital management of all personnel actions in MUNIS.
- Facilitated multiple customer service trainings for employees across town and school departments qualifying the town for premium discount rewards from our 3rd party liability insurer.
- Worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.





Program Description

The Comptroller's Office is responsible for the Town's books of accounts and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports, and other financial reporting as governed by Federal and State government agencies. The Comptroller serves as an ex-officio member of the Arlington Retirement Board.

The Comptroller is responsible for the coordination of the annual independent audit of the Town, and is also responsible for providing quarterly revenue and expenditure reports to the Select Board, Town Manager, Town Treasurer, and Chair of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

The Comptroller's office continues to perform all duties in a timely and professional manner. The Comptroller's mission is to present a complete and accurate statement of the Town's financial condition.

Budget Statement

The Comptroller's office has a level service budget for expenses and contractual increase for salaries.

STAFFING

Comptroller	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	2	2	2	
Professional/Technical	1	1	1	
Total	4	4	4	

PROGRAM COSTS

Comptroller	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	333,770	342,941	349,389	
Expenses	9,086	27,600	27,600	
Total	342,857	370,541	376,989	-

Performance / Workload Indicators

Comptroller	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
General Fund - Free Cash Certified	\$ 9,186,749	\$ 11,119,563	\$ 11,802,775	\$ 11,500,000
Water/Sewer Enterprise Fund- Retained Earnings certified	\$ 7,299,339	\$ 7,844,907	\$ 6,220,101	\$ 5,500,000
Youth Services Enterprise Fund- Retained Earnings certified	\$ 44,349	\$ 36,214	\$ 53,212	\$ 35,000
COA Transportation Enterprise Fund- Retained Earnings certified	\$ 50,658	\$ 66,053	\$ 61,707	\$ 50,000
Rink- Retained Earnings certified	\$ 357,573	\$ 49,265	\$ 14,728	\$ 20,000
Recreation- Retained Earnings certified	\$ 446,480	\$ 683,996	\$ 765,855	\$ 600,000
Accounts Payable batches	1,552	710	471	500
Digital support for journal entries (TCM)			100%	100%

Major Accomplishments for 2019

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the Town of Arlington's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ending June 30, 2018.
- Closed books on FY2019 and completed the Town's independent audit in accordance with the GFOA's Certificate of Achievement of Excellence in Financial Reporting (CAFR) to show that the Town and the Comptroller's office will, for the 4th year, go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial statements and reports that evidence of the spirit of transparency and full disclosure.
- Worked closely with departments receiving state/federal funding to ensure timely grant reimbursements and avoid deficits.

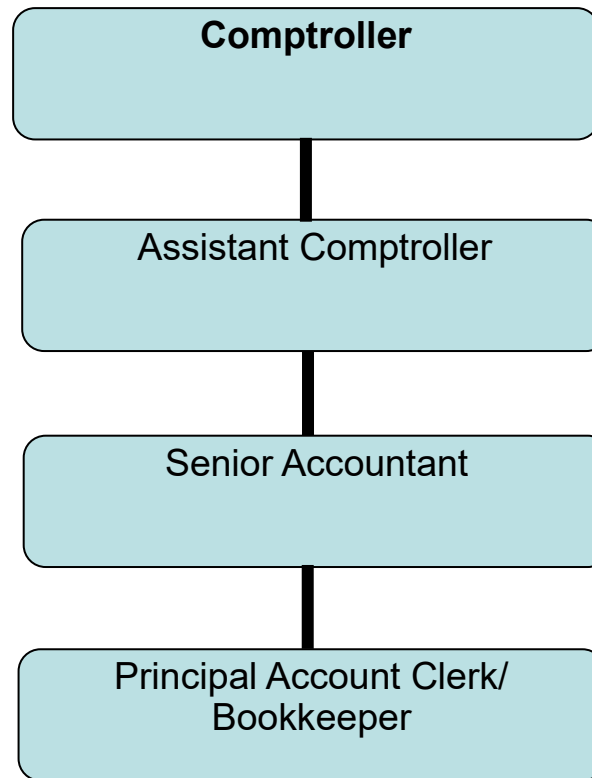


Major Accomplishments *(cont.)*

- Certified \$11,802,775 Free Cash, the highest amount in the Town's history.
- Trained various town departments on Accounts Payable process and Munis reporting.
- Developed an Internal Control Manual for Federal Grants to ensure compliance with new federal reporting requirements.
- Strengthened the internal controls across the town with an emphasis on: credit card expenditures, school accounts structure, and adherence to public purpose purchases guidelines issued by Department of Revenue (DOR).
- Reviewed and reconciled all cash and accounts receivable with Treasurer's Office; corrected cash variances and resolved the accounts receivable discrepancies.
- Expedited the end of the year accounts payable process, leading to reduced encumbrances and timely vendor payments.
- Improved the year end reporting to DOR by creating digital files and supporting documentation for Schedule A, balance sheet, financial statements, and tax recapitulation.
- Worked with IT department to improve the Accounts Payable by creating a process that will allow departments to upload the invoices in the accounting system via Tyler Content Management (TCM) and migrate to paperless warrants.
- Encourage the use of standard forms for setting up new grant accounts providing the following information:
 - New grant request form
 - Award letter
 - Funding source: federal (CFDA), state, or private
 - Approved budget
- Worked with the school department on grants reconciliation and implemented standard procedures focusing on the following activities:
 - Create new grant
 - Monitor the activity and carryover
 - Close the grant
- Developed the foundation of the new chart of accounts with input from the Finance Team and DOR.
- Eliminated the paper back-up for all the journal entries and replaced it with digital supporting documentation attached to the budget, expense, and revenue journal entries.
- Maintained detailed and organized accounting records which resulted in clean annual audits and communicated the results to the Audit Committee.

FY2021 Objectives

- Continue to work with IT and Treasurer's Office on the Utility Billing module and synergize the operations between the Treasurer's and Comptroller's Office.
- Continue to work on the new chart of accounts according to Uniform Massachusetts Accounting System (UMAS) guidelines.
- Improve the financial operations and eliminate manual processes to streamline the financial operations of the Town. Establish Grants and General Fund mailboxes and encourage departments to email the journal entry requests directly to the respective email addresses.
- Utilize the Tyler Content Manager (TCM) scanning technology and train all the clerks on how to attach the invoices to the A/P batches and cash receipts back up to the revenue batches.
- Strengthen the utilization of the purchase order system to reduce manual carry forwards and ensure automatic transfer of available balance into subsequent fiscal year.
- Update and improve the internal controls for federal and state grants manual to ensure compliance with new federal reporting requirements.
 - Work with the school department to eliminate all the manual requisitions and create electronic requisitions to eliminate the risk of making a purchase from an account that does not have funds.
 - Perform departmental audits, as necessary, to identify, assess, and evaluate internal controls of Town Departments.
 - Develop and implement a fraud risk assessment program to identify, analyze and manage the risk of asset misappropriation.
 - Revamp and improve the fixed assets database in accordance with Governmental Accounting Standards Board (GASB) regulations.





Program Description

The Office of Treasurer & Collector of Taxes is responsible for the management, collection, and custodianship of all funds and receipts belonging to the Town of Arlington. Under state law the Office of the Treasurer and Collector of Taxes is responsible for all Treasury, Collector, and Payroll operations. In addition, Town bylaws have assigned postal operations to the Treasurer's office. The Payroll Division, through a Memorandum of Agreement established in 2002, reports to the Superintendent of Schools. The Treasurer also serves as Parking Clerk.

The Town Treasurer and Collector of Taxes is responsible for directing, managing, collecting and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water & Sewer utility billing, parking violations, and the complete collection and processing for these billings; receiving all monies from Town and School departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws, for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer performs his fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consulting with financial advisors and investment institutions, and participating in government finance officer's seminars and conferences.

Budget Statement

The Treasurer's Office continues to scrutinize its current budget for any potential savings, while being mindful of the critical importance to maintain resources sufficient to collect, invest, and/or process revenues.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Treasurer				
Personnel Services	552,508	675,356	664,314	
Expenses	114,594	162,663	166,663	
Total	667,102	838,019	830,977	-

FY2021 Objectives

- Complete conversion of Water/Sewer collection systems.
- Issue bids for investment of funds to ensure we are receiving best rates possible.
- Upgrade and improve functionality of our online bill-pay system.
- Reduce tax title balances.



Major Accomplishments for 2019

- Worked with IT and DPW (Water) to begin the conversion process from existing in-house collection software for Utility Billing to financial software used for collection of taxes and other revenue/receipts.
- Worked with our vendors to maintain or reduce fees across the board and increase earnings.
- Installed cash drawers integrated with financial software to improve efficiency and prepare for conversion of Utility Billing.
- Worked with IT and Human Resources to schedule training for staff and improve cross training to assist office processing during peak periods of workload when quarterly taxes and quarterly utility bills are due.
- Increased investment income from \$438,759 in FY18 to \$900,000 in FY19.
- Affirmed a top rating of Triple-A (AAA) from Standard & Poor's rating agency.
- Town Audit found Treasurer's operation in full compliance.
- Continued to manage Town of Arlington's relationship with Investment Advisor. Trust Funds 5-Year performance for consolidated net is 5.86% and the one year performance for consolidated net is 1.95%..
- Managed the successful borrowing of \$5,555,000 in General Obligation Bonds, \$3,135,558 in Bond Anticipation Notes, and \$200,000 in MWRA Sewer Bond.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. 101 scholarships totaling \$154,000 were awarded in June, 2019.

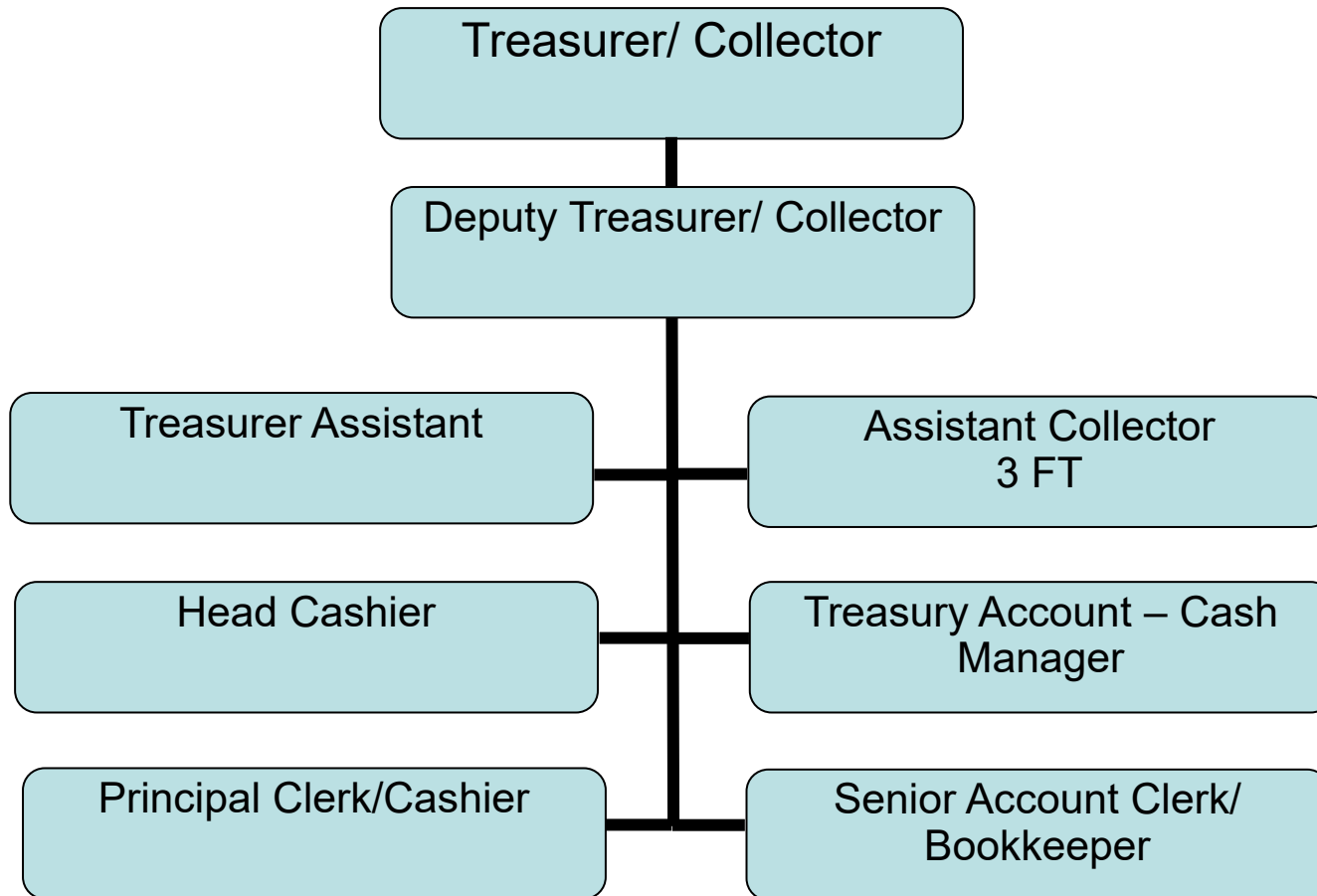
STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Treasurer				
Managerial	1	1	1	
Clerical	8	8	8	
Professional/Technical	1	1	1	
Total	10	10	10	

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Treasurer & Collector				
Real Estate Bills Processed	61,094	61,472	61,231	61,500
Motor Excise Bills Processed	36,767	36,850	36,854	37,000
Water Sewer Bills Processed	50,309	50,350	50,340	50,350
Delinquent Notices - Combined	20,059	19,818	17,733	19,900
Total Bills Issued:	168,229	168,490	168,850	168,750
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 220,873	\$ 217,275	\$ 171,905	\$ 190,500
Municipal Lien Certificates processed	996	1,031	1,043	1,050
Municipal Lien Certificate revenue	\$ 49,805	\$ 51,550	\$ 52,150	\$ 52,500
Deputy Tax Collection revenue	\$ 43,163	\$ 8,636	\$ 56,852	\$ 58,000
Total Various Liens / Collections:	\$ 313,841	\$ 277,461	\$ 290,230	\$ 301,000

Note: FY18 Deputy Tax Collection revenue low due to system conversion to Tyler/Munis and delay of demand notices.





Program Description

The Postal Operation is a division of the Office of the Treasurer and Collector of Taxes. The postal operation is responsible for the collection and mailing of all Town and School mail at the lowest possible postage rates. The following details the responsibilities of postal operations:

- Manage daily operations of Town and School outgoing mail.
- Schedule, distribute, process, and mail all Motor Excise, Real Estate, Water, bills, and Parking Notices for unpaid tickets.
- Process special mailings for other departments.
- Schedule and process bulk mailings.
- Operate and maintain major mailing equipment: processing machines, folding machine, and postage machine.
- Interpret and comply with postal regulations.
- Provide consultation and advice on mail design and costs to departments.

Budget Statement

All mailing is evaluated to determine lowest rate available for posting in-house and by printer.

FY2021 Objectives

- Continue to encourage paperless billing for payments to increase customer satisfaction and reduce postage expenses.
- Work with departments and Town Manager to reduce number of Town and School mailings and where possible work to size mailing to assure that postage is most cost effective.
- Parking Notices are expected to return to prior year volume following successful implementation to Parking Ticket software.

Major Accomplishments for 2019

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses.
- Processed and mailed 236,139 total pieces of Town and School mail.
- Mail processed at the lowest possible postage rate by Town mailroom and Tax and Utility billing done at lowest possible 1st Class Bulk Mail Rate, \$.39 per piece for mail printed by third party printer.
- Reduced delinquent notices being sent by increased collection efforts and liens for water and sewer unpaid amounts.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Postage				
Personnel Services	32,147	33,265	33,847	
Expenses	90,331	190,883	190,883	
Total	122,478	224,148	224,730	-

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Postage				
Managerial	0	0	0	
Clerical	0.66	0.66	0.66	
Professional/Technical	0	0	0	
Total	0.66	0.66	0.66	

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Postage				
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	148,170	131,178	131,280	140,000
Other Town Mailings	91,627	82,617	71,459	84,000
Other School Mailings	34,920	39,575	33,400	44,000
Total	274,717	253,370	236,139	268,000



Treasurer

Deputy Treasurer

Output Media Handler



Program Description

The Assessor's Office values all real estate (residential, commercial, and industrial) and personal property in the Town of Arlington for the purpose of *ad valorem* taxation. This process involves discovering, listing, and valuing over 14,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are over 400 commercial and industrial properties and over 350 personal property accounts, which must be reviewed on an annual basis. The office also receives over 35,000 motor vehicles excise records from the Registry of Motor Vehicles, which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regard to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth;" monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Arlington; receiving and processing with the Board of Assessors all real estate and personal property abatement applications and exemptions within statutory timelines; conducting taxpayer scheduled abatement hearings; representing the Town of Arlington at the Appellate Tax Board; assisting realtors, appraisers and taxpayers seeking information on Arlington's 15,000+ Real and Personal property accounts; and supplying the Select Board with all the information required for the setting the tax rate at the annual classification hearing. This office also provides quality service to all customers in the performance of its described duties.

Budget Statement

The Board of Assessor's FY2021 budget will be a level services budget.

FY2021 Objectives

- Collaborate with the Redevelopment Board and the Housing Corporation of Arlington on planned new housing projects that are in the beginning stages of development.
- Coordinate with Information Technology Department and the GIS Director to ensure a smooth transition in updating the Assessor's public data base.
- Maintain fair and equitable and consistent assessing practices for all properties.
- Ensure the accuracy of all assessments for real and personal property accounts.
- Provide public access to property records and information that will be helpful to taxpayers.
- Continue to improve all functions of the Assessor's Office to serve the taxpayers more efficiently.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Assessors				
Personnel Services	279,070	298,723	308,615	
Expenses	27,755	33,248	33,248	
Total	306,825	331,971	341,863	-

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Assessors				
Managerial	1	1	1	
Clerical	3	3	3	
Professional/Technical	0	0	0	
Total	4	4	4	

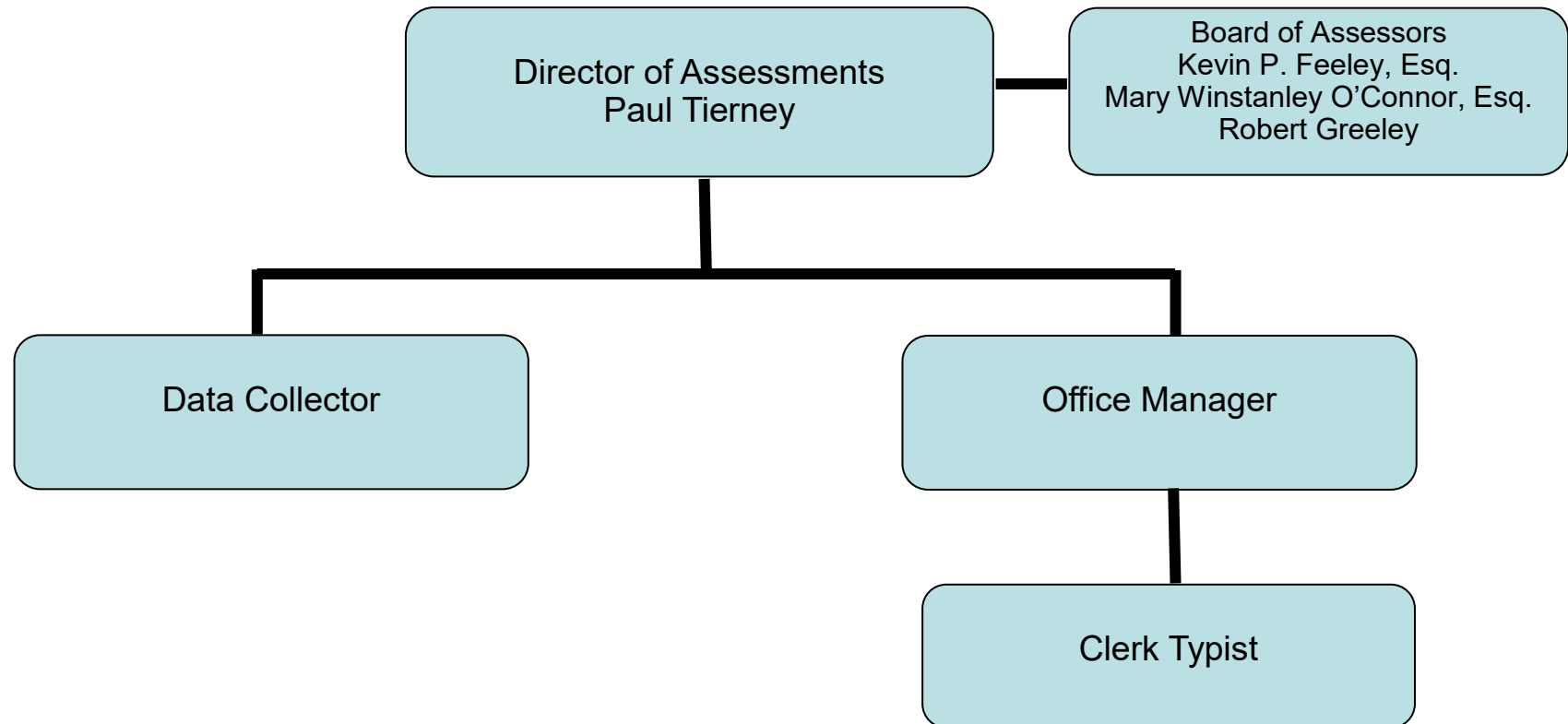


Major Accomplishments for 2019

- Completed Division of Local Services mandatory five year Recertification program. The goal of the revaluation program is to ensure accurate assessment of all properties in Arlington.
- Collaborated with Health and Human Services to establish guidelines for the real estate tax relief program for seniors funded by donations from taxpayers.
- Successfully contributed to the Senior Property Tax Work-Off Program , which allows seniors to work in Town offices for a reduction of their real estate tax bill. Twenty residents participated in the program.
- Appellate Tax Board upheld the Town's real estate assessment valuations at a success rate of 88%.
- Timely commitment of all real estate, personal property, and motor vehicle excise tax bills to the Tax Collector.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Timely processing of all exemptions and abatements.

Performance / Workload Indicators

Assessor	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Real Estate bills processed	14,959	15,022	15,043	15,100
Motor Vehicle bills processed	35,400	36,850	35,063	36,000
Personal Property bills processed	374	363	330	400
Real Estate and Personal Property abatements	100	112	300	150
Motor Vehicle Excise abatements	1,810	1,800	1,365	1,500





Program Description

The integrated Town and School Information Technology Department was created by the 2007 Town Meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software infrastructure support;
2. Town and School administrative applications, implementation, training, and support; and
3. School Academic applications implementation, training, and support.

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,000 personal computers, 150 Cellular PDA's, over 200 printers, 5,500 Tablets and 25 resident and hosted servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, including ACMI video network and the management of over 125 network switches, 25 VOIP Telephone switches, 750 Phones, and 600 wireless access points. IT also manages the Munis financial software system, GIS Systems, PowerSchool (student information system), Teacher and student evaluation systems, Special Education system, Electronic Security and Video systems, Energy Management systems, ESRI, PeopleGIS, Open Checkbook, Integrated Collection System, Automated Meter Reading System, Police and Fire Applications (FireHouse, QED, Digital Headquarters, and COPLINK), and numerous Town and School websites.

Budget Statement

The operating budget increased by over \$150,000 to pay for the Town's Munis Hosting Services and increase to the yearly maintenance contract. This increase also includes funding for a cyber security audit and assessment.

FY2021 Objectives

- Relocate Comptroller's Office to Town Hall.
- Install IT Infrastructure as part of Central School Renovation.
- Install Ottoson School Video Surveillance system.
- Replace existing Email system with Hosted version of Office 365.
- Continue developing IT Data Center and Staff relocation.
- Participate in IT Infrastructure design of new High School and DPW Buildings.
- Implement Munis Utility Billing over a two year period.

STAFFING

Information Technology	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	5	5	5	
Total	7	7	7	-



Major Accomplishments 2019

- Increased Schools Internet Bandwidth to two 3 Gig redundant circuits located at the Ottoson Middle School and Arlington High School.
- Launched Munis Web based Employee Self Service Module that provides 7x24 online access to pay/tax information and accruals.
- Town Hall Annex Conference Room Presentation Equipment Installation.
- Major Participant in the development of RFP's for Water/Utility Billing System, Meter Device Management system, and Automated Meter Reading system.
- Major PowerSchool SIS and PowerTeacher Pro upgrades to further the expansion and the enhancements to the "Student Contact" Module.
- Successfully completed electronic MCAS testing District-wide.
- Munis Financial, Excel. and PowerSchool trainings held during the year for Department Heads and Staff.
- School Registration Department registered 533 Kindergartners and an additional 374 upper class enrollees this year.
- Installed Network and Computer infrastructure at the new Police Sub Station in the Menotomy Manor.
- As part of School Chromebook Refresh Program, we purchased, provisioned, and inventoried 1,000 new Chromebooks and built 40 new Chromebook carts. In addition, 900 older Chromebooks were also redistributed throughout the District.
- Upgraded/Replaced Video Surveillance system in the Treasures Office .
- Town Hall Auditorium Network enhancements made as part of Town Meeting Assessment Committee recommendations,
- Munis Parking Module implemented as part of our on-going Financial system upgrade.
- Continued Voice Over Internet Protocol implementation, bringing an additional 14 buildings online for a total of 18 buildings.
- Increased enrollment required the addition two new Elementary classrooms and two AHS Science classrooms to be outfitted with Academic Technology Package.
- Upgrade Recreation Department video surveillance system to Town wide standard system.
- Assisted with selection of School Bus Video Camera system.

PROGRAM COSTS

Information Technology	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	690,878	699,665	703,264	
Expenses	409,818	409,853	563,003	
Total	1,100,696	1,109,518	1,266,267	-

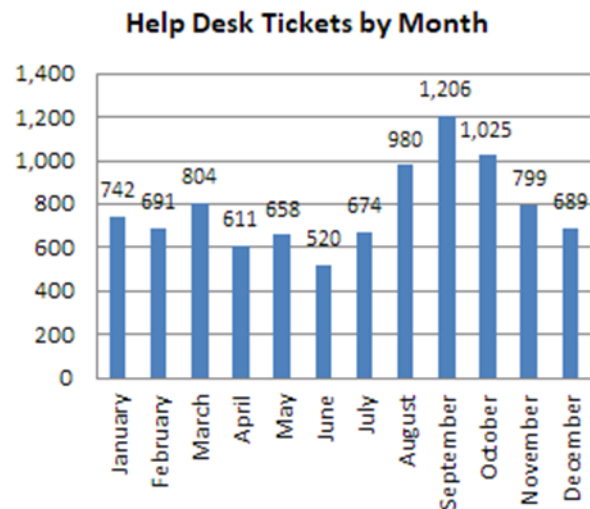
Major Accomplishments 2019 (cont.)

- Outfitted 10 Ottoson Classrooms with overhead projection systems.
- Central School renovation IT Infrastructure design completed
- Video surveillance assessment completed for the Ottoson School.

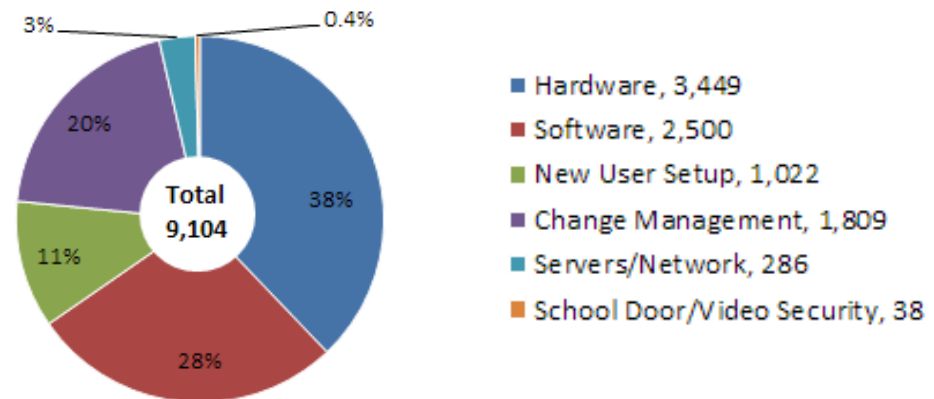


Performance / Workload Indicators

Below are the performance metrics for the Information Technology Department's recently implemented Town- and School-wide HelpDesk System.



Help Desk Tickets by Category



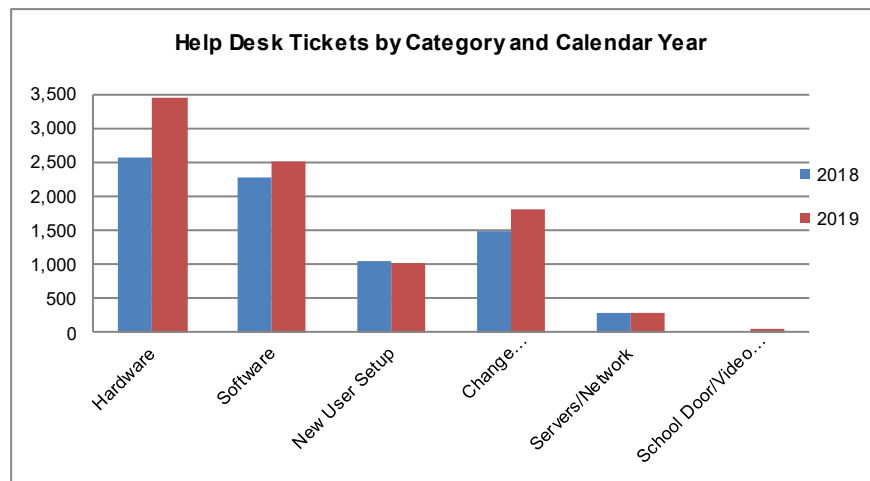
Hardware includes all work on user machines, phones, printers, scanners, projectors, cameras, security systems, not including servers or networks.

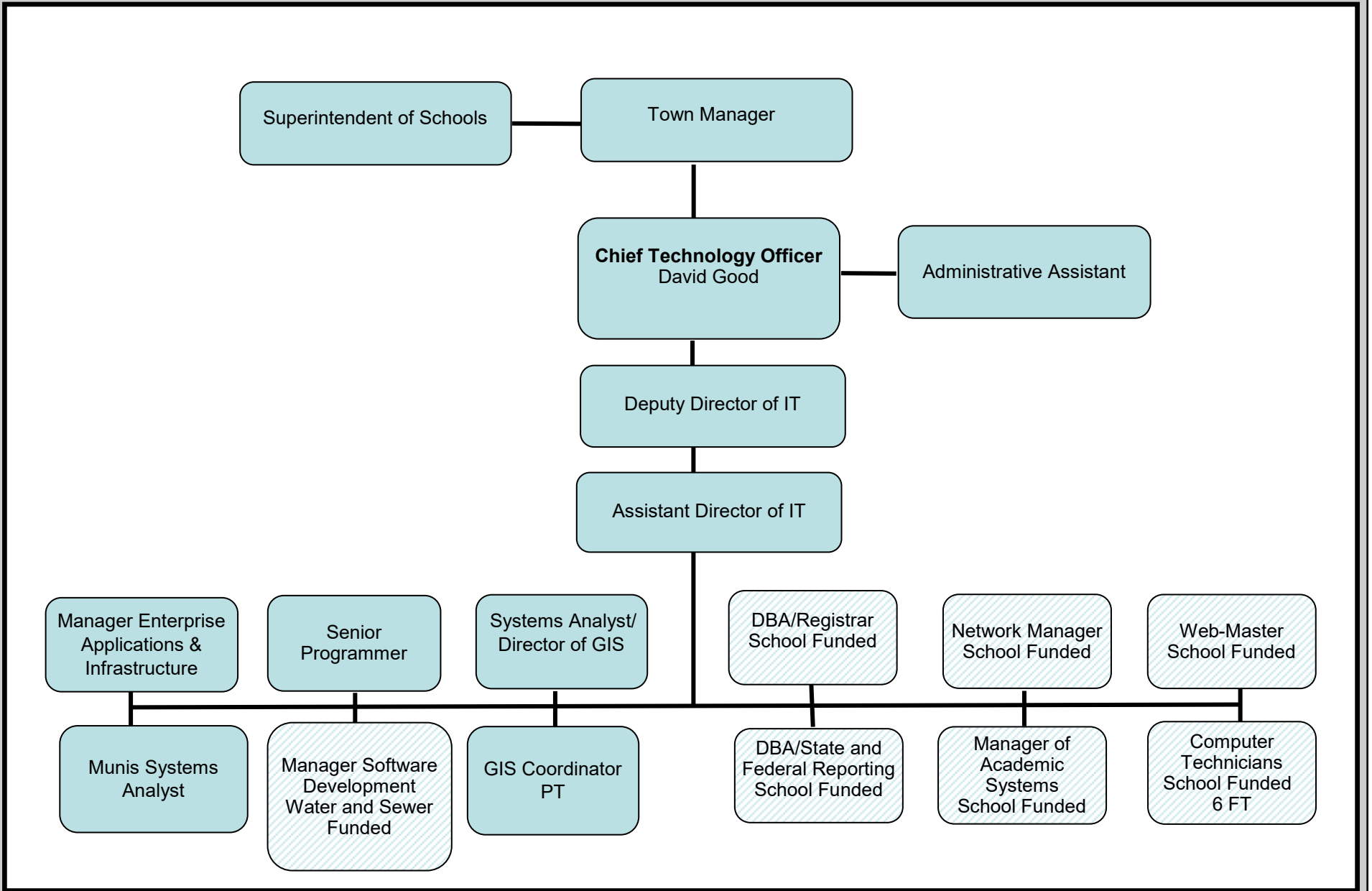
Software includes all Website, operating systems and applications software for business practice.

New User Setup includes new computer and account setup for staff and students.

Change Management is alterations to existing systems (backups, patches, updates/upgrades).

Servers/Networks includes all backend work including hardware and software-related events.







Program Description

The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal courts and administrative agencies. The Department functions as a full-service law office handling nearly all of the Town's litigation in-house. In addition to its litigation function, the Department furnishes legal opinions and advice on a daily basis on matters referred to it by the Select Board, the Town Manager, the School Department, and the various Town Department Heads. Additionally, the Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters, as they arise. The Department investigates all claims, advises and monitors Town regulatory compliance, and coordinates all legal affairs of local government. The Department also administers, manages and litigates the entire Town's workers' compensation, police and fire line-of-duty, and municipal liability self-insurance programs.

The Department drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's complex municipal legal issues. The Department also advocates for the Town's interests at the appropriate direction of Town officials before state and federal bodies.

The Department will continue to handle as many legal matters in-house as is professionally responsible in an attempt to contain outside counsel costs. The various Town departments have, and will continue to be, counseled in claims avoidance practices and procedures. The Department has updated its claim management system in order to more efficiently and effectively process liability and workers' compensation claims, which has helped to contain costs and expenses. The enhanced network pharmacy program has continued to be both cost effective and beneficial to injured Town employees. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

PROGRAM COSTS

Legal	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	520,663	476,875	467,157	
Expenses	104,760	136,665	136,665	
Total	625,423	613,540	603,822	-

Budget Statement

This is a level services budget.

Major Accomplishments for 2019

- Appeared regularly in the courts and administrative bodies of the Commonwealth in the prosecution and/or defense of the Town, including garnering dispositive motions in favor of the Town, successful hearings, and favorable resolutions of matters which limited Town liability including dismissal of a high liability case.
- Prosecuted local administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated, successfully defended and/or adjusted thirty-two M.G.L. Chapter 84 claims (injuries or property damage as a result of a claimed defect in a public way) pending against the Town.
- Investigated, successfully defended and/ or adjusted 41 M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- Represented the Town in contract and non-Chapter 84/258 claims and disputes involving the Town, including successful defense, avoidance of litigation, or resolution, and co-operative efforts with other municipalities to assert the Town's rights.

**Major Accomplishments for 2019 (cont.)**

- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town. Streamlined the medical management process between the Town and its various medical providers resulting in time and cost savings.
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against third parties deemed to be responsible for injuries to Town uniformed personnel. Monetary recovery on these claims has been returned to the General Fund.
- Updated the Legal Department website to provide Town officials, boards, and committees with enhanced access to training and support materials for the Open Meeting Law, State Ethics, and other areas of interest.
- Prepared warrant articles, reports, bylaw amendments, proposals and position options and other documents for Annual Town Meeting Special Town Meeting, including advising departments and committees; appeared at all sessions to advise Town Meeting.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, including the 2019 Override and Debt Exclusion matters and the development of the DPW Yard and Arlington High School projects, and drafting grant agreements, memorandum of understanding or agreement including regional bike-share regulations, licenses, and MOUs.

STAFFING

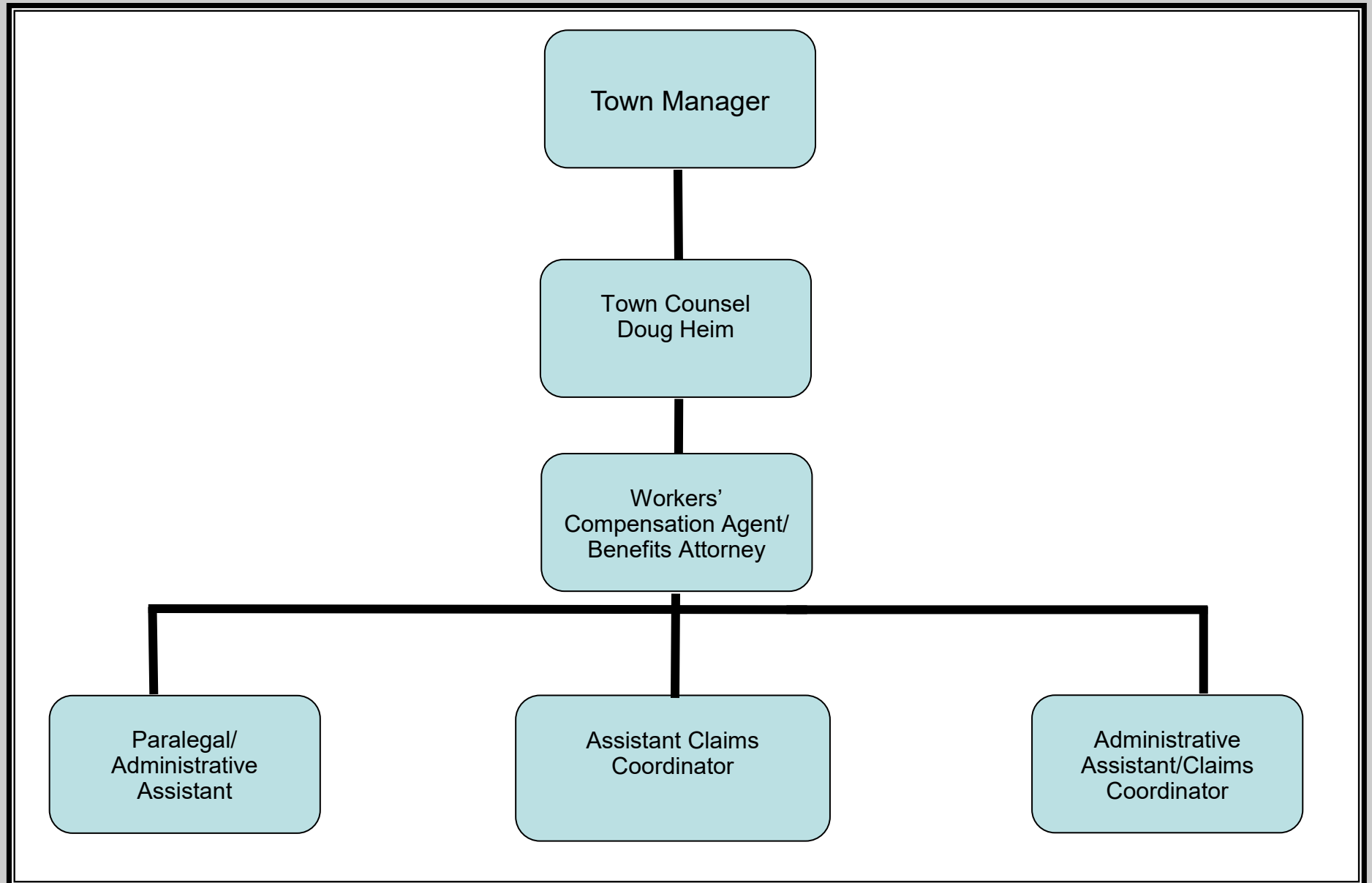
	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Legal				
Managerial	2	2	2	
Clerical	1.5	1.5	1.8	
Professional/Technical	1	1	1	
Total	4.5	4.5	4.8	

FY2021 Objectives

- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate requested legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies, especially for land use, zoning, and emerging issues which continue to be at the forefront of Arlington's concerns.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town's legal positions.
- Provide additional training opportunities for Town committees and commissions.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Legal/Worker's Compensation				
MGL Chapter 84 Claims:				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	31	23	32	32
Claims closed	9	20	5	5
New claims	9	13	14	14
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total	43	41	32	32
Claims Closed	18	17	21	21
New claims	16	18	12	12
Fire - Injured on Duty Claims	12	20	23	23
Police - Injured on Duty Claims	9	13	4	4





Program Description

The Town Clerk's Office ensures accurate compliance with changing State Laws relative to the Town Clerk and Registrars of Voters and provides efficient and courteous service to the general public. The Department's primary responsibilities are the following:

- Conduct all elections in conformance with federal and state laws and regulations, prepare the ballot for local elections, certify and report results, and administer campaign finance laws for local elections.
- Record, file, index, and certify all documents, licenses, permits, and vital statistics (births, deaths, and marriages).
- Serve as Clerk to Town Meeting, take attendance, certify votes, submit bylaw articles to the Attorney General for approval, and publish and codify the Town's Zoning and General Bylaws.
- Conduct an annual listing of all residents/voters, maintain the State's Central Voter Registry, and publish the Annual Street List.
- License dogs, storage of flammable materials, and raffles.
- Maintain a high level of customer service providing general information to both the public and other Town departments.
- Swear in newly elected officials, police officers, and appointed/reappointed committee members.
- Certify nomination papers, petition forms, residency, voter certificates, welcome home bonus certificates, and warrant articles.

Budget Statement

In the past, the Town Clerk's Office and the Registrar's have requested level-funded operating budgets. For Fiscal Year 2021, the Clerk plans to update poll packs and to provide additional staff training and will require additional operating funds.

PROGRAM COSTS

Town Clerk	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	244,169	248,875	238,959	
Expenses	18,251	28,260	29,260	
Total	262,420	277,135	268,219	-

STAFFING

Town Clerk	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	2	2	2	
Professional/Technical	1	1	1	
Total	4	4	4	

FY2021 Objectives

- Have the ability to use credit cards in the near future for payment of licenses and permits.
- Preserve vital records via scanning.



Major Accomplishments for 2019

- Submitted all bylaw amendments voted at town meeting to the Attorney General's Office for approval.
- Completed bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Sent electronic documents to Town Meeting members that signed up for them.
- Emailed ballots to voters living overseas.

Performance / Workload Indicators

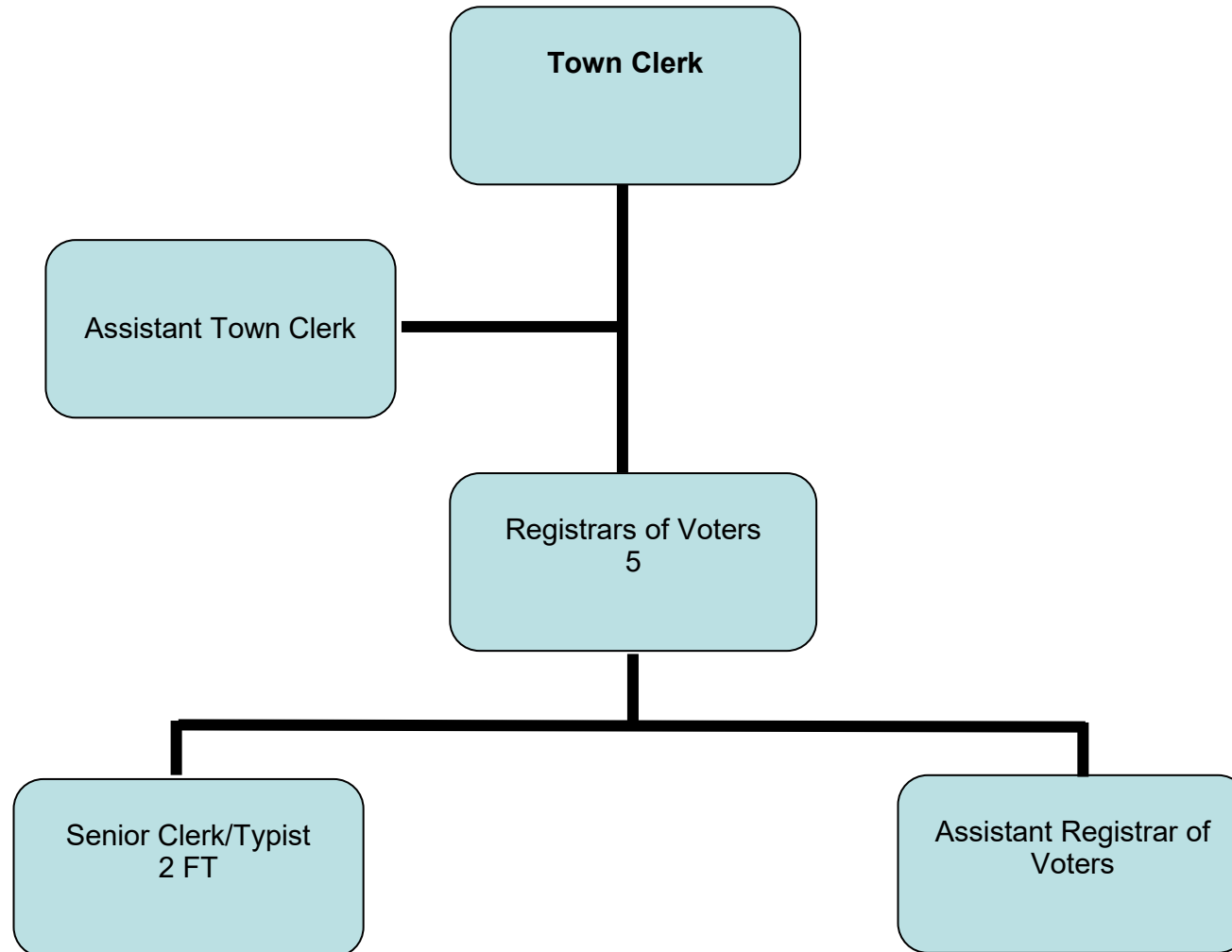
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Town Clerk				
Marriage Licenses	183	184	176	181
Death Certificates	377	357	354	352
Birth Certificates	519	506	513	512
Dog Licenses	2,277	2,047	2,200	2,176
Town Meeting Sessions	1	1	1	5
Special Town Meeting Sessions	1	1	1	1
Registered Voters	32,291	31,116	32,000	35,000
Fees Generated	\$ 91,266	\$ 104,303	\$ 113,000	\$ 105,000

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Board of Registrars				
Personnel Services	57,217	58,858	59,562	
Expenses	13,250	13,250	13,250	
Total	70,467	72,108	72,812	-

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Board of Registrars				
Managerial	0	0	0	
Clerical	1	1	1	
Professional/Technical	0	0	0	
Total	1	1	1	





Program Description

The Treasurer, as the Parking Clerk appointed by the Select Board, manages the collection of parking fines and issues parking permits and:

- Collects payments for parking violations issued by the Police Department.
- Collects, processes, and reconciles all monies received from parking meters.
- Bills delinquent parking violations.
- Resolves parking violation appeals and coordinates hearing process by Hearing Officer.
- Marks and clears delinquent parking tickets with the Registry of Motor Vehicles.
- Manages the operation of parking machines/kiosks in Town and coordinates installation of parking meters, with maintenance support from DPW/Maintenance.
- Manages, administers and processes all parking permits and the special permits program.

Budget Statement

This is a level service budget.

Major Accomplishments for 2019

- Oversaw installation and collections of new multi-space parking meter in the library lot.
- Continued implementation of new collection and billing software, Munis, converting from ICS, our proprietary software that has been in use since 1980.
- Regular schedule for parking ticket hearings.
- Clearly defined and implemented parking regulations for Town employees.

PROGRAM COSTS

Parking	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	71,035	74,553	74,553	
Expenses	6,757	20,780	20,780	
Total	77,792	95,333	95,333	-

STAFFING

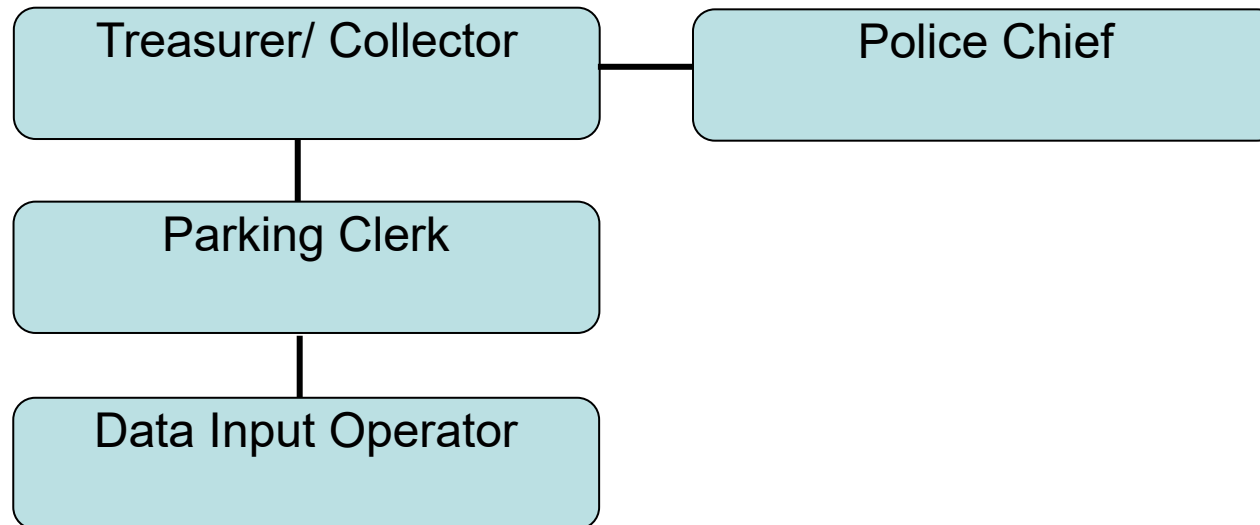
Parking	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	0	0	0	
Clerical	1	1	1	
Professional/Technical	0	0	0	
Total	1	1	1	

FY2021 Objectives

- Implement option for parking applications to pay for parking via phone application.
- Work with the Parking Advisory Committee to implement projects associated with the Parking Benefits District.
- Review the schedule for installation of additional parking meters and replacement of meters.

Performance / Workload Indicators

Parking	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Tickets Issued	18,037	16,786	14,972	16,000
Revenue	\$ 387,443	\$ 426,025	\$ 309,455	\$ 375,000
Meters Collected	\$ 357,139	\$ 548,045	\$ 546,777	\$ 550,000
Parking Permits	\$ 110,371	\$ 179,480	\$ 138,700	\$ 180,000
Total Violations / Meter / Permit Revenue	\$ 854,953	\$ 1,153,550	\$ 994,932	\$ 1,105,000





Program Description

The Arlington Department of Planning and Community Development (DPCD) oversees planning and community development activities within the town and is committed to improving the quality of life for Arlington's residents by improving housing opportunities, transportation access, and economic development to enhance the vitality of our business districts and generate commercial tax revenue, providing opportunities for households with low- and moderate-incomes, and preserving and promoting the Town's natural, historic, and cultural resources.

The staff is involved in many key Town initiatives including Master Plan implementation, the development of a Sustainable Transportation Plan, "net zero" planning initiatives, and a range of efforts in our business districts. The Department administers the Town's federal Community Development Block Grant Program and has done so since the program's inception in 1974. The Menotomy Weatherization Program is part of the Department and serves eligible homeowners and renters in Arlington, Belmont, Cambridge, Lexington, Somerville, Waltham, and Watertown to make their homes more energy efficient. The Department provides staff support to many Town boards, commissions, and committees, including the Arlington Redevelopment Board (ARB), the Town's Planning Board and redevelopment authority. The ARB manages three town buildings: Jefferson Cutter House with Whittemore Park, Central School, and 23 Maple Street.

Department staff also represents the Town on a number of regional bodies: the Boston Metropolitan Planning Organization (MPO); the North Suburban HOME Consortium; the Somerville-Arlington Continuum of Care; the Metropolitan Area Planning Council (Council, Executive Committee, and MetroCommon 2050 External Advisory Committee); Metropolitan Mayors Coalition's Climate Preparedness Taskforce and Regional Housing Partnership; Mystic River Watershed Association Resilient Mystic Collaborative; and the Charles River Watershed Association Climate Compact.

Budget Statement

While staffing levels will remain static in FY2021, the Urban Renewal Fund is depleting and will not be able to offset the Department Office Manager. Town funds will fill this gap. The training budget will increase by \$950 to reflect increased number of personnel seeking specialized certifications (American Institute of Certified Planners – AICP) and to more fairly distribute professional development funds across the eight-person planning team, including the Director. The Department will purchase software to improve tracking of commercial real estate property turnover and vacancies for \$5,200 to be paid for by fees collected from the vacant property registration.

PROGRAM COSTS

Planning & Community Development	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	508,512	652,350	678,337	
Expenses	24,344	27,830	27,821	
Total	532,855	680,180	706,158	-

STAFFING

Planning & Community Development	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	6	6	6	
Total	8	8	8	

PROGRAM COSTS

Rental Properties & Redevelopment Board	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Expenses	10,800	10,800	10,800	
Parmenter	15,000	-		
Dallin Library	5,000	-		
Total	30,800	10,800	10,800	-



FY2021 Objectives

- Continue to carry out the goals and objectives of the Master Plan with particular focus on advancing housing, economic development, transportation, and historic and cultural resource strategies by:
 - Work with ARB, Master Plan Implementation Committee, and Zoning Bylaw Working Group to advance zoning amendments to ensure consistency with the Master Plan.
 - Work with Sustainable Transportation Plan Advisory Committee to develop Sustainable Transportation Plan to address and plan for how people move around the community using public or private transportation, such as driving, walking, bicycling, or accessing and riding in buses, taxis or other car services, or other transportation systems.
 - Work with the Clean Energy Future Committee and the Metropolitan Area Planning Council (MAPC) to complete a plan for Arlington to become carbon-neutral ("net-zero") by 2050.
 - Work with MAPC, Arlington Human Rights Commission, Diversity Task Group, and others to develop a Fair Housing Action Plan with local strategies to comply with fair housing laws.
 - Work with the Arlington Heights Neighborhood Action Plan Committee to advance recommendations to improve the Arlington Heights business district.
 - Continue Housing Production Plan implementation, including adding units to the Subsidized Housing Inventory, amending the Zoning Bylaw to better address housing affordability, and creating a Municipal Affordable Housing Trust Fund.
 - Continue Open Space and Recreation Plan implementation, including creating a long-range management and stewardship plan for Town-owned lands.
 - Continue Arts and Culture Action Plan implementation, including advancement of the Cultural District and assistance to the Commission for Arts and Culture.
- Administer Community Development Block Grant funds, including implementation of the 5-Year Consolidated Plan.
- Develop Stormwater Management Plan and plan for enhanced stormwater management to comply with the Municipal Separate Storm Sewer System (MS4) permit in conjunction with Department of Public Works and with technical assistance from the Environmental Protection Agency Mystic River Watershed Stormwater Management Community Support program.

FY2021 Objectives (cont.)

- Secure funds to assist with updating stormwater rules and regulations.
- Continue work in business districts to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention.
- Work with property owners and developers along major corridors to encourage mixed-use, residential, and commercial development.
- Continue implementation of Vacancy Registry Bylaw, including assisting property owners with marketing available spaces and coordinating installation of public art when requested.
- Continue to advance plans for streetscape improvements to Massachusetts Avenue from Pond Lane to Bartlett Street.
- Continue work on Whittemore Park, including advancing Phase II improvements.
- Make recommendations for additional locations for priority bus lanes and installation of bus rapid transit along Massachusetts Avenue and Broadway.
- Secure funds for Arlington to participate in the Bluebikes bikeshare program.
- Secure funds through the Safe Routes to School Program for the Stratton School access project.
- Secure Green Communities funding for Arlington to improve energy efficiency for town-owned buildings.
- Engage community in updating a vision for the Minuteman Bikeway that aligns with current and future use, incorporates arts and culture, and improves multi-modal connections.
- Implement Complete Streets Action Plan, including identifying funding opportunities for priority projects.
- Continue to assist with improvements to Arlington Center utilizing Parking Benefits District funds.
- Add municipally-owned properties to the Inventory of Historically or Architecturally Significant Property in the Town of Arlington.
- Produce a town wide archaeological survey to inventory known archaeological resources in Arlington, such as including the Mill Brook and industrial areas near Spy Pond, and identify areas of high archaeological potential to provide a guide for planning and preservation.
- Review ZBA cases, licenses, and permits.



Arlington Redevelopment Board FY21 Objectives

- Make capital improvements to properties in the Arlington Redevelopment Board portfolio, including significant renovations to the Central School and Jefferson Cutter House and adjacent improvements to Whittemore Park.
- Develop Residential Design Guidelines and recommend options for Design Review process.
- Complete Economic Analysis of Industrial Zones.
- Advance Zoning Bylaw amendments to future Town Meeting to encourage development and redevelopment opportunities to generate a full range of housing options for all incomes and housing types and also encourage mixed-use development, and new commercial development.
- Review progress on implementation of the Master Plan, including developing a process to amend Master Plan goals and objectives
- Work with Select Board, Conservation Commission, Historical Commission, Historic Districts Commission, Board of Health, Zoning Board of Appeals, Engineering, Inspectional Services, and Health and Human Services to ensure transparent, welcoming, and efficient permit review and delivery system.
- Participate in range of Town committees and initiatives that advance community planning goals, including Envision Arlington Standing Committee and Advisory Committee, Open Space Committee, Housing Plan Implementation Committee, and Community Preservation Act Committee.

Fiscal Year 2021 Budget



Planning and Community Development Rental Properties & Redevelopment Board

Performance / Workload Indicators

Planning & Community Development	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
CDBG Funds Administered	\$ 1,033,162	\$ 1,029,587	\$ 1,111,355	\$ 1,100,241
Other public or private grant funds secured	\$ 1,227,430	\$ 913,475	\$ 1,643,166	\$ 1,370,217
Plans, Designs, Analyses	40	40		
Plans initiated or created			12	12
Designs initiated or created			8	8
Analyses initiated or created			4	4
Room rental fees	\$ 14,167	\$ 10,000	\$ 10,637	\$ 10,637
Room reservations administered	416	400	778	778
Sign Permit Applications Reviewed	20	20	20	20
Contracts negotiated and administrated	10	10	10	10
Zoning Board Applications reviewed	22	20	25	25
Business/Merchants Assisted	161	200	108	108
EDR special permits administered	8	8	9	9
Licenses reviewed	24	25	21	21

Performance / Workload Indicators

Conservation Commission	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Commission meetings attended	23	30	22	22
Conservation Permits - Reviewed and Issued	18	20	29	30
Site inspections	19	50	30	70
Filing Fees	\$ 10,438	\$ 10,500	\$ 10,974	\$ 10,344

Major Accomplishments for 2019

- Installed permanent bus priority lane and related bus rapid transit elements on Massachusetts Avenue in East Arlington to advance success of Bus Rapid Transit pilot project completed in 2018, using a \$100,000 grant from the Barr Foundation and Transportation Network Company (rideshare) funds.
- Created new flood storage and improved accessibility at Wellington Park using a \$399,260 Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness Action Grant Program grant.

Rental Properties- General Fund Revenue	2017 Actual	2018 Actual	FY2019 Budget	FY2020 Budget
Gibbs Revenue	\$ 340,381	\$ -	\$ -	\$ -
Parmenter Revenue	\$ 223,155	\$ 228,634	\$ 231,594	\$ 73,335
Dallin Revenue	\$ 45,116	\$ 45,116	\$ 45,116	\$ 45,116
Total	\$ 608,652	\$ 273,750	\$ 276,710	\$ 118,451

Major Accomplishments for 2019 (cont.)

- The Town spent \$285,196 on energy efficiency projects at seven Town properties, which will save 192,057 kWh of electricity, 1,861 therms of natural gas, 469 gallons of gasoline, and \$39,393 in operating funds annually. All but \$25,031 of this work was paid for with electric utility incentives and a \$98,052 grant from the Green Communities Program.
- Installed two new electric vehicle charging stations at Park Ave. and the Railroad parking lot, with support from Eversource.
- Completed town-wide historic Survey Master Plan, using FY17 Community Preservation Act funds.
- Completed town-wide ADA Self-Evaluation and Transition Plan to provide a comprehensive review of and prioritization of future improvements to all programs, activities, and services operated by the Town to comply with ADA Title II using a \$40,000 Massachusetts Office of Disability grant.
- Completed Hazard Mitigation Plan using a \$19,500 MA Emergency Management Agency grant to ensure that the Town continues to be eligible for future planning and emergency grant funding hazards.
- Amended Zoning Bylaw to ensure consistency with the Master Plan, including updates to sign regulations and bike parking regulations.
- Completed the Mill Brook Corridor Report.
- Completed a Study of Demolitions and Replacement Homes.
- Completed successful program that led to 157 property owners converting to more energy efficient heating and cooling systems through HeatSmart Program.
- Created and implemented a Complete Count Committee to ensure that Arlington is fully counted in the 2020 Census, including outreach to hard-to-reach populations and coordination with social service networks.

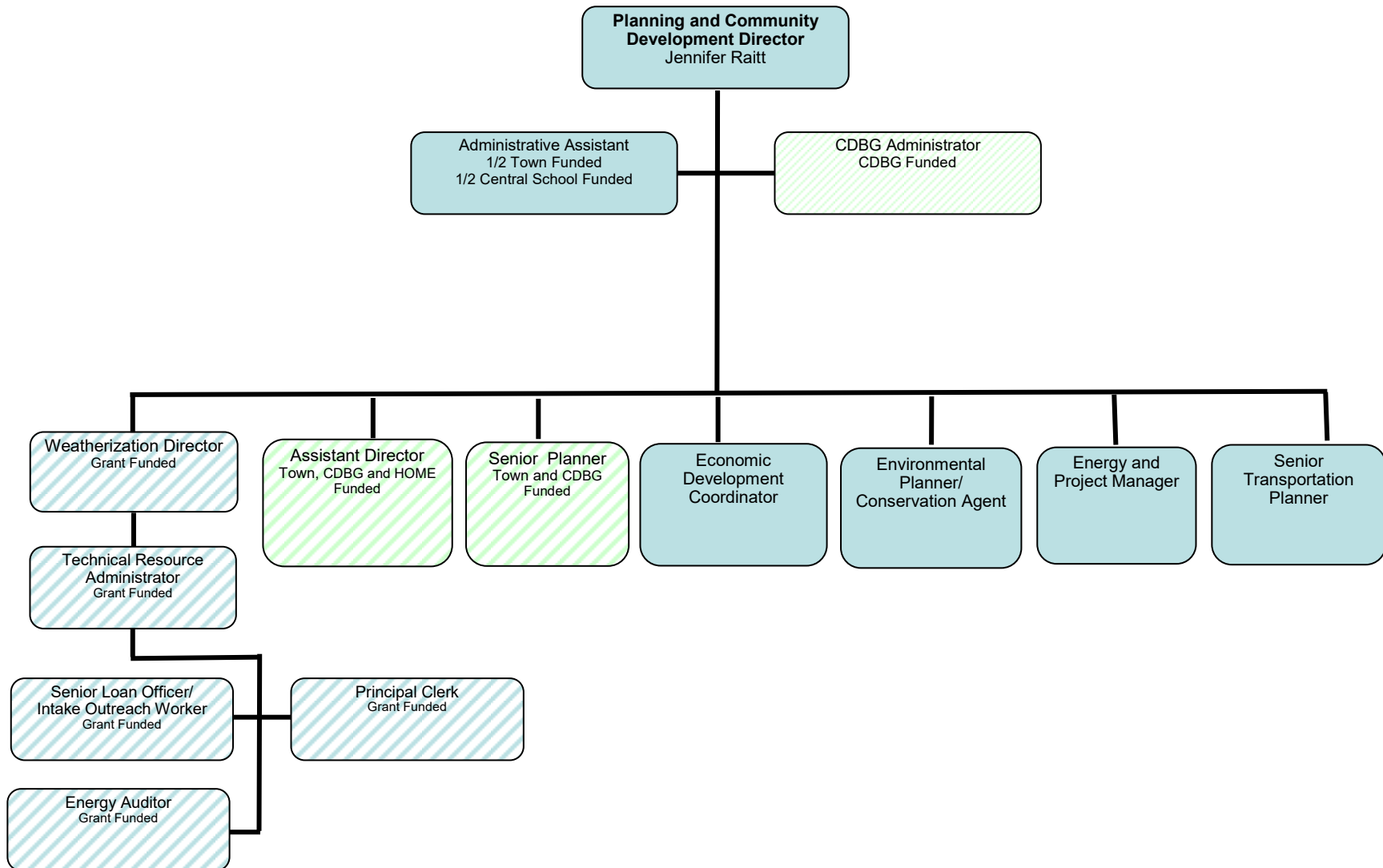


Major Accomplishments for 2019 (cont.)

- Initiated and will continue an economic analysis of the industrial zoning districts to help position Arlington to attract new businesses and jobs in emerging growth industries and to create opportunities for Arlington to realize greater revenue with strategic amendments to the Zoning Bylaw and Zoning Map.
- Continued [Housing Production Plan](#) implementation, including working to advance Housing Corporation of Arlington developments on Broadway and at Downing Square and adding one inclusionary zoning unit adding a total of 50 new rental homes.
- Continued [Open Space and Recreation Plan](#) implementation, including increased volunteer opportunities for land stewardship and coordination of the Mill Brook Corridor study.
- Continued [Arts and Culture Action Plan](#) implementation, including public art installations along the Minuteman Bikeway and assistance to the Commission for Arts and Culture on a strategic plan.
- Advanced phase I of Whittemore Park Plan to revitalize the Arlington Center park.
- Completed designs and secured Town funding for major renovations to the Arlington Community Center.
- Completed improvements at Spy Pond to address erosion and accessibility using \$789,000 in grants from CPA and Massachusetts Executive Office of Energy and Environmental Affairs, Land and Water Conservation Fund.
- Assisted with continued implementation of Arlington Parking Benefits District, including completing assessment of potential improvements to the Russell Common parking lot and Broadway Plaza.
- Continued implementation of the Vacant Registry bylaw, and enhanced data collection strategies to calculate vacancy rate by neighborhood business district and real estate sector.
- Introduced online Arlington Economic Development Dashboard, to help current and prospective business owners access information about the local economy, customers, and Town contacts.
- Initiated implementation of Arlington Heights Neighborhood Action Plan, including the formation of an implementation committee that will plan community events and placemaking interventions in 2020.
- Revamped the Arlington Business Guide in collaboration with the Arlington Chamber of Commerce
- Worked with MIT Department of Urban Studies and Planning Practicum class on Broadway Corridor study and planning process.

Major Accomplishments for 2019 (cont.)

- Worked with Boston University MetroBridge Program to study crash and traffic data and make recommendations for improvements.
- Worked with Northeastern University Big Data for Cities class studying housing development trends.
- Received 2019 WTS-Boston Innovative Transportation Solution Award as part of BostonBRT for the Massachusetts Avenue Bus Priority Lane.
- Administered \$1,111,355 in [Community Development Block Grant](#) funds, including preparation of the Five-Year Consolidated Plan and created a new Select Board CDBG Subcommittee to engage residents in the review and decision-making process. The \$1.1 million CDBG program accomplished the following:
 - Installed 108 ADA-compliant ramps to make streets and sidewalks more accessible.
 - Provided partial matching funds for ADA Self-Evaluation and Transition Plan.
 - Supported four public service agencies and three Town entities to assist people who make a low- to moderate-income and older people with daily transportation, access to jobs, access to healthy foods, scholarships to athletic and summer camp programs, and access to mental health services and adult day health services; the social service agencies reached 1,126 people.
 - Installed an ADA-compliant path at Spy Pond Park.
 - Provided acquisition funds to Food Link to help open the Summer Street operations facility.
 - Provided funds to the Arlington Housing Rehab Program for rehabilitation on one property.
 - Provided funds to Housing Corporation of Arlington (HCA) for capital improvements to three properties in their portfolio.
- Secured multiple grants:
 - \$517,965 from the Massachusetts Department of Housing and Community Development and \$401,000 from Eversource and NGrid for the Menotomy Weatherization Program.
 - \$40,000 from the District Local Technical Assistance program through MAPC to develop a Fair Housing Action Plan.
 - \$15,000 from the District Local Technical Assistance program through MAPC to assist with developing economic indicators and metrics to assess the impact of the Arlington Cultural District and related arts and culture initiatives in Town.





Program Description

The Zoning Board of Appeals interprets and enforces the Zoning Bylaw for the Town of Arlington. Hearings are generally held on the second and fourth Tuesdays of the month, as needed. The Board is comprised of the Chairman and four appointees, including an attorney and a licensed architect who listen to testimony and render decisions based on a unanimous vote of the board. It is the Board's responsibility to issue the legal documentation required relative to the approval or denial of each petition. There are also two alternate members who may sit in absence of a regular member.

Budget Statement

The Zoning Board of Appeals has a level funded budget for FY21.

FY2021 Objectives

- Work with the Inspections Division and the Planning Department to provide the services required to support the Zoning Bylaw.
- Provide prompt and informed decisions on all applications submitted to the Zoning Board of Appeals.
- Make decisions that uphold the original intent of the Zoning Bylaw.
- Instill confidence in petitioners and applicants that they have been rendered a fair and equitable decision.

Major Accomplishments for 2019

- The Zoning Board of Appeals heard and rendered 35 petitions for special permits and variances.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Zoning Board of Appeals				
Personnel Services	17,948	24,391	22,834	
Expenses	2,854	10,100	10,100	
Total	20,802	34,491	32,934	

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Zoning Board of Appeals				
Managerial	0	0	0	
Clerical	0.5	0.5	0.29	
Professional/Technical	0	0	0	
Total	0.5	0.5	0.29	

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Zoning Board of Appeals				
Applications	15	30	30	20
Hearings	34	35	45	38
Revenue	\$ 8,400	\$ 12,000	\$ 12,000	\$ 8,000



Zoning Board of Appeals
5 Member Board

Principal Clerk
1 PT



Program Description

The Facilities Department is responsible for the repair and maintenance of all Town and School operated buildings. It oversees 34 buildings, 11 schools and 23 town buildings totaling approximately 1.34 million square feet. The school buildings include: 7 elementary schools, the Ottoson and Gibbs Middle Schools, and Arlington High School. The town buildings include: Robbins and Fox Libraries, Town Hall and Annex, 4 DPW buildings, 3 Fire Stations, Police Station, Mt. Pleasant Cemetery chapel and garage, Whittemore Robbins House, Cottage and Carriage House, Parmenter School, Jarvis House, Community Center (Central School), 23 Maple St., Jefferson Cutter House, Dallin Library (ACMi), Mt. Gilboa House, Reservoir beach and pump houses, and Spy Pond Field House.

Facilities oversees the repair and maintenance programs based on standards for preventive maintenance, required inspections for life safety and governmental compliance, and routine repairs and cleaning to maintain the facilities in good working order. The Facilities Department has 4 supervisory personnel and 1 administrative staff member who oversee capital projects and building upgrades, building maintenance and repairs, and custodial cleaning. In addition, Facilities coordinates regular building assessments and annual evaluations that are used for both capital planning and budgeting as well as routine repairs and preventative maintenance.

Capital projects and building upgrades are mostly performed by third party contractors and vendors with budgets ranging from \$5k to \$500K with planning, support, and coordination from Facilities Department staff. Building maintenance is budgeted for a staff of 9 full-time craftsmen who perform most of the required work during regular hours. The custodial team is comprised of a total of 42 custodians - 29 who are in-house and another 13 from a third party service provider. About half of the custodial staff is scheduled to work during regular business hours while the rest perform their duties after regular hours and under the supervision of a custodial night supervisor.

Budget Statement

The Facilities Department's total operating budget is both centralized and decentralized. For school buildings, the Facilities operating budget is an allocation from the School District budget with the allocation set each

Budget Statement (cont.)

year. For FY21, the total allocation is approximately \$960K (excluding salaries/wages and utilities). For most town buildings, the facility operating budgets are decentralized and are a part of five separate departmental budgets managed by the individual department head. These departments include Police (Police Station), Fire (3 Fire Stations), Library (Robbins Library), Planning and Community Development (Central School/Community Center, 23 Maple St., and Jefferson Cutter House), and Health & Human Services (Whittemore Robbins House and Cottage). The total FY21 operating expenditures for facilities-related expenses allocated from these various departments are estimated at \$300K (excluding utilities).

For the remaining 10 town buildings, the Facilities Department directly manages the operating budget. The buildings include: Town Hall, 4 DPW buildings, Jarvis House, Mt Gilboa, Fox Library, Parmenter School building, and the Dallin Library building. The total FY21 operating budget for these buildings is a level services budget of approximately \$400K (including utilities of \$90K and excluding salaries/wages).

FY2021 Objectives

Organizational

- Fully staff the department by filling the current vacant positions which include: 1 custodian, 1 electrician, 1 plumber, and 1 carpenter.

Major Projects

- Assist the design and construction teams on the Central School, DPW and AHS projects, especially on specifications to ensure reliability of products and brand consistency across the organization.
- Prepare for relocating the Facilities Department out of the High School building.
- Begin clearing out portions of the High School building, and assist with pre-construction activities on-site.

Capital Projects and Building Upgrades

- Continue implementing capital projects in accordance with the Capital Plan, including:
 - Building envelope repairs at the Hardy School
 - Update existing plan based on life-cycle expectancy of building equipment
 - Small-engine equipment
 - Fleet vehicles



Major Accomplishments 2019

Organizational

- Re-aligned supervisory structure for day-to-day operational efficiency with Custodial and Maintenance Supervisors reporting to Superintendent of Building Maintenance.
- Hired and trained 2 new craftsmen, and 3 custodians, as well as a new 3rd party cleaning vendor servicing buildings Town-wide.

Major Projects

- Closed out the \$27M Gibbs School renovation and \$4.8M Hardy School addition.
- Provided support to the DPW and Central School planning and design process.

Capital Projects and Building Upgrades

- Completed several building upgrades including:
 - Installation of a chiller at the Dallin School.
 - Replacement of rooftop HVAC unit and roof at Ottoson Middle School.
 - Exterior step repairs at Ottoson Middle School.
 - Repairs to the exterior envelope and design of rooftop HVAC unit of the Robbins Library.
 - Modification to daycare rooms and various accessibility upgrades at Hardy School.
 - Further installation of ADA-compliant water bubblers across the school district.
 - Refinishing of multiple gymnasium floors.
 - Exterior painting and masonry repairs at Dallin Library.
 - Upgrade video intercoms and access control at multiple sites.
 - Various acoustical upgrades to music room spaces at Ottoson Middle School.
- Installed energy saving LED lighting at Ottoson Middle School (est. cost savings \$6,721/yr.), Hardy School (est. cost savings \$13,551/yr.), Bishop School (est. cost savings \$9,582/yr.).
- Completed weatherization upgrades to loading dock at Arlington High School (est. cost savings \$1,128/yr.) and Ottoson Middle School (est. cost savings \$825/yr.).

Major Accomplishments 2019 (cont.)

- Installed Variable Frequency Drive (VFD) on chiller at Ed Burns Arena (est. cost savings \$6640/yr.).

Preventative Maintenance and Repairs

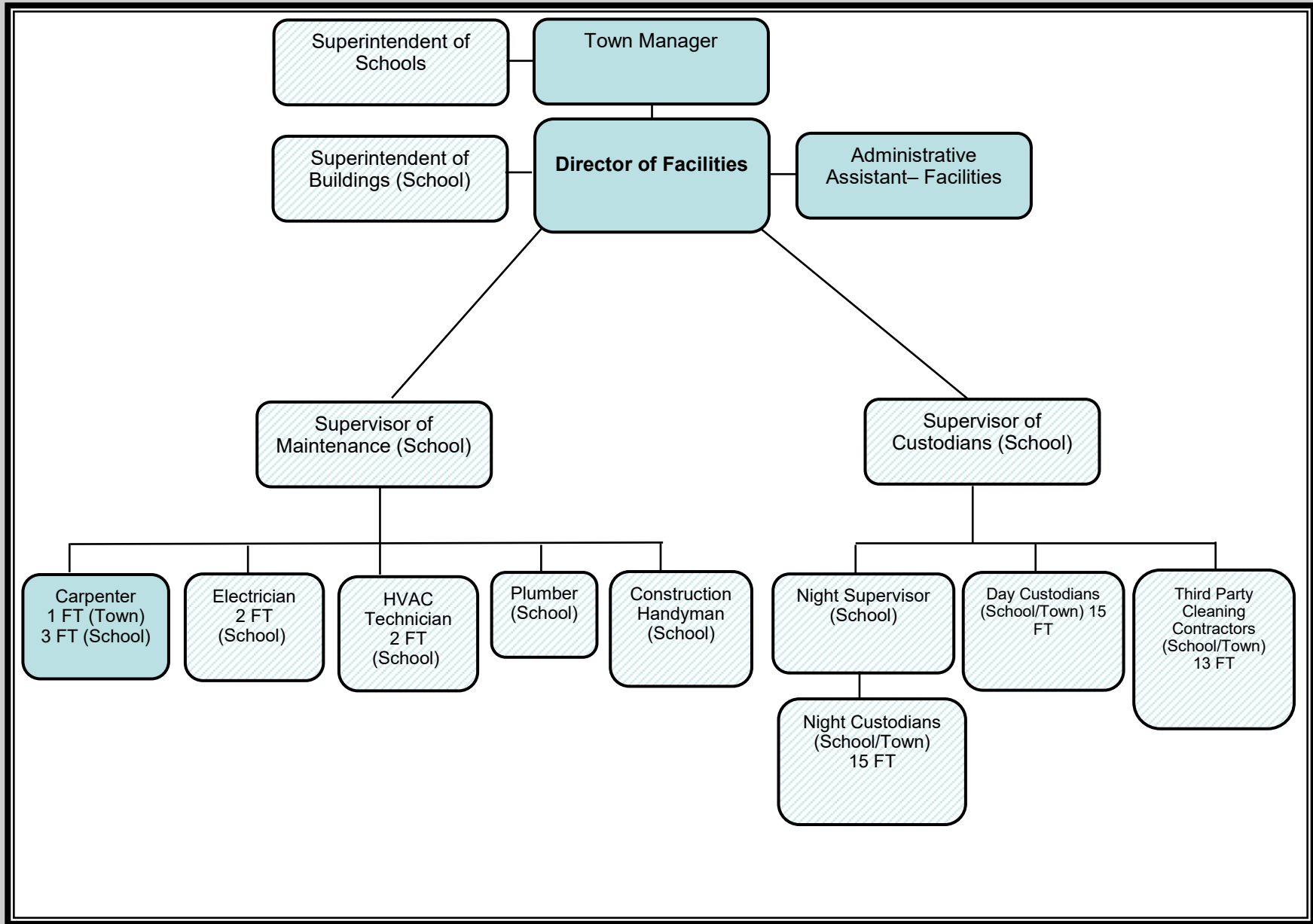
- Completed annual life safety inspections.
- Received compliance certificates for elevators, boilers, and fire suppression systems.
- Performed scheduled HVAC maintenance and repairs, including new heating pump installation at Thompson School and heating pump repairs at Hardy School.
- Performed in-house carpet cleaning at various sites.
- Executed and managed multiple preventive maintenance contracts with 3rd parties, including elevators, fire alarms, fire suppression systems, fire extinguishers, water treatment, security systems, emergency generators, and oil and gas burners.
- Managed snow removal at school and Town properties.
- Bid and managed new service contracts for electrical, plumbing, HVAC and pest control.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Facilities				
Personnel Services	337,813	462,049	489,787	
Expenses	236,237	395,044	432,044	
Total	574,050	857,093	921,831	-

STAFFING

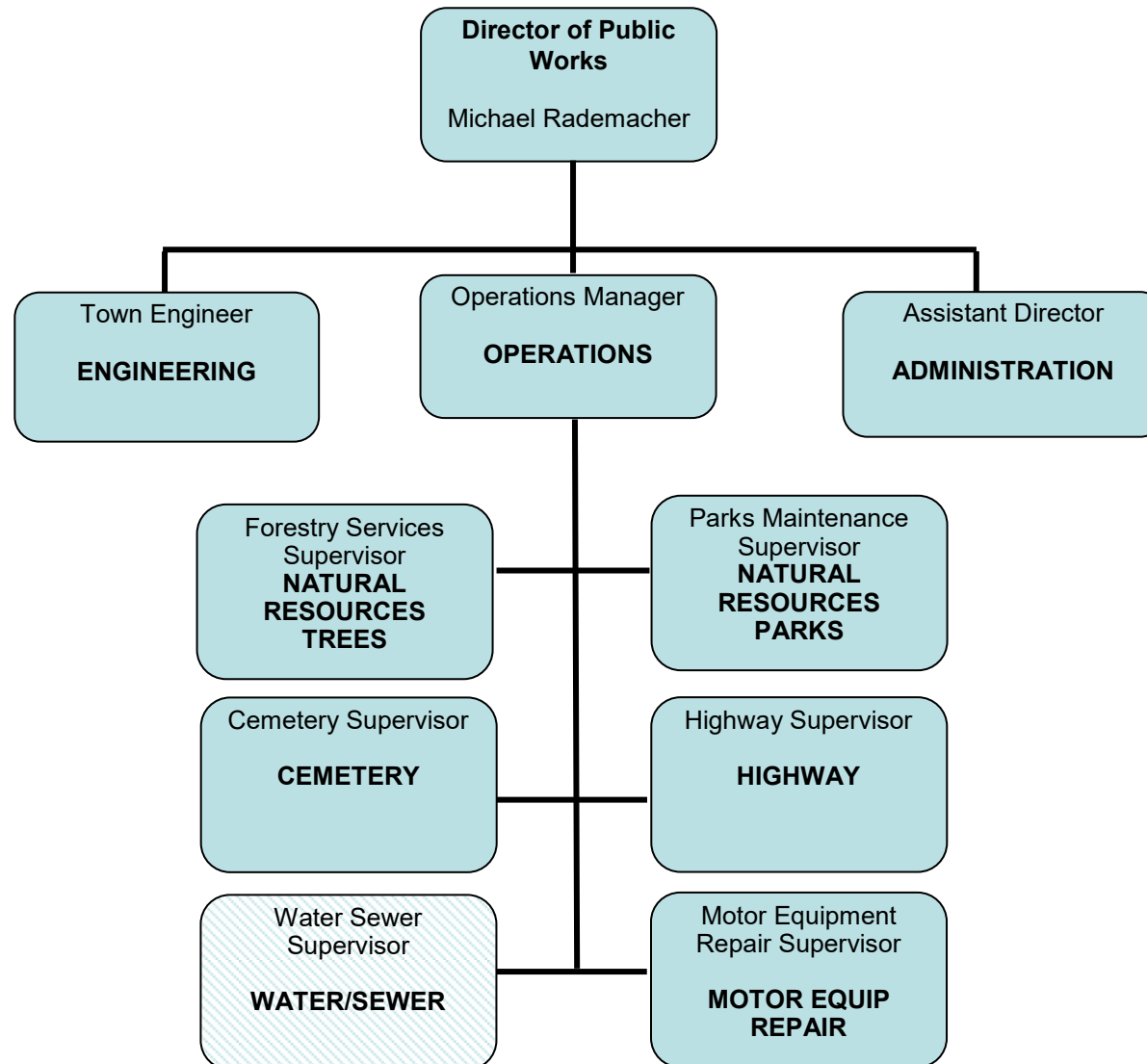
	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Facilities				
Managerial	1	1	1	
Clerical	0	0	0	
Professional/Technical	4.83	4.83	5.11	
Total	5.83	5.83	6.11	





PUBLIC WORKS

PUBLIC WORKS





Program Description

The Public Works Department comprises seven separate divisions to maintain the Town infrastructure. The Divisions are:

- Administration
- Engineering
- Cemeteries
- Natural Resources (Parks and Trees)
- Highway
- Motor Equipment Repair
- Water and Sewer Utilities

The Department is responsible for 100 miles of public roadways, 250 miles of water and sewer pipes, 75 miles of storm drains including 3,500 catch basins, numerous parks, playgrounds, athletic fields and open lands, and approximately 19,000 public trees. In addition, the Department maintains over 150 Town vehicles and operates three service utilities: Water, Sewer and Solid Waste.

PROGRAM COSTS

Public Works Department	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	3,651,385	4,269,315	4,532,715	-
Expenses	5,846,142	7,177,488	7,059,340	-
Total	9,497,528	11,446,803	11,592,055	-

STAFFING

Public Works	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	7	7	7	
Clerical	3	3	4	
Professional/Technical	5.86	5.86	7.7	
Public Works	45.00	45.00	45.00	
Total	60.86	60.86	63.7	



Budget Statement

The Administration Department Personnel Services increases by \$120,591. The Increase is primarily due to the addition of a full and part time position. The full time position will be tasked with the responsibility of working with DPW divisions to help modernize operations and improve efficiency. The part time position will work to enforce current solid waste program rules.

The Expense budget is level funded.

Other budget changes are described in each division's section.

FY2021 Objectives

- Begin construction of new DPW Facility.
- Perform comprehensive review of current solid waste program design in preparation of rebidding the collection contract in FY2022.

Major Accomplishments for 2019

- Awarded contract for design and project oversight for improvements to the entire DPW Facility.
- Revised facility design program to create space for Town Facilities and IT Departments. Both being displaced by the High School rebuild project.
- Held 12 Monthly recycling center events at 51 Grove Street facility serving 3,200 residents, 596 of whom were first time visitors.
- Initiated EcoWeek in partnership with the Planning Department and the APS School Sustainability Program
- Co-Sponsored twice-annual ReUse events which included a Town-wide Clothing Swap and Fixit Clinic
- Managed contracted curbside collection and disposal of solid waste, recyclables, and yard waste.

PROGRAM COSTS

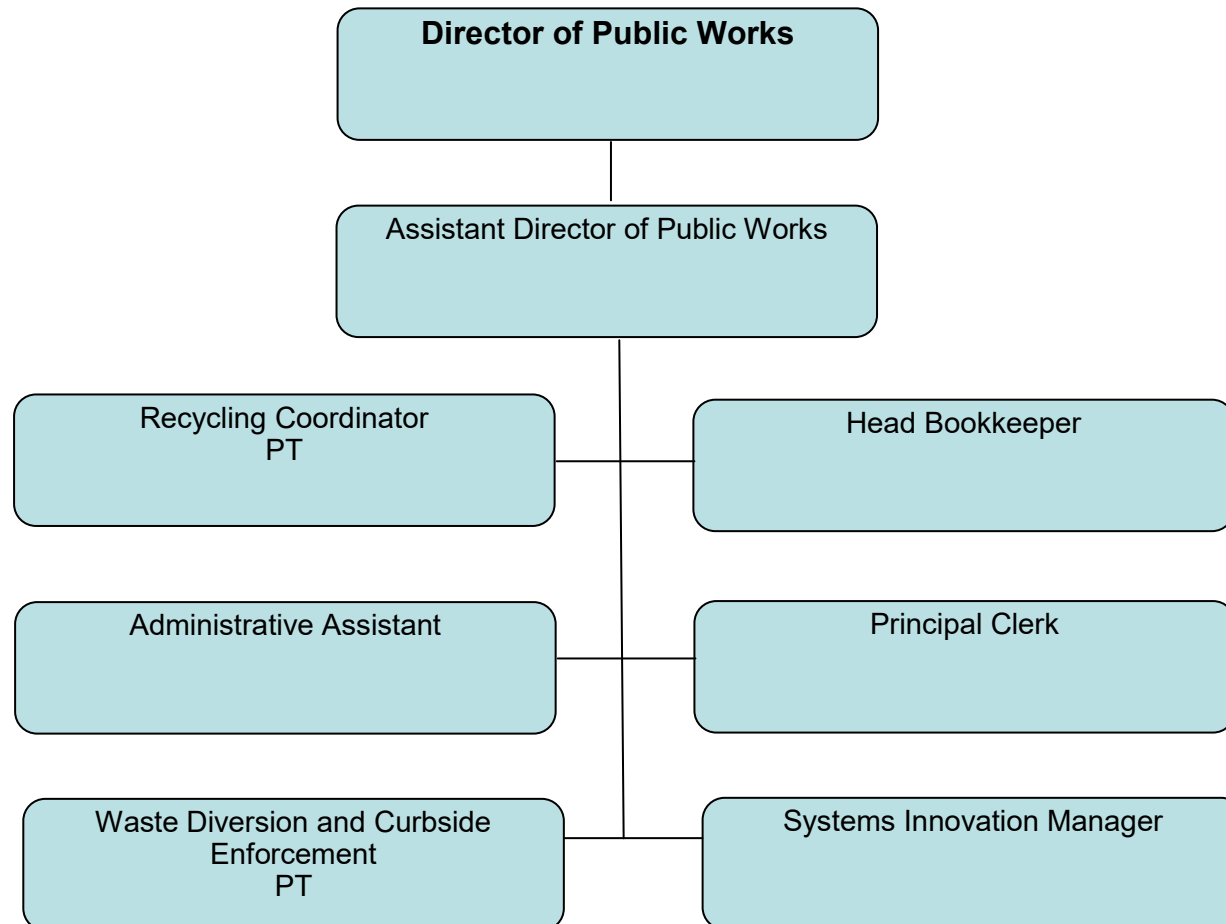
Public Works Administration	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	465,410	481,717	602,308	
Expenses	21,090	20,600	20,600	
Total	486,500	502,317	622,908	-

STAFFING

Public Works Administration	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	2	2	2	
Clerical	2	2	3	
Professional/Technical	1.86	1.86	2.7	
Custodial / Bldg. Maint.	0	0	0	
Total	5.86	5.86	7.7	

Performance / Workload Indicators

Administration	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Purchase orders processed	1,418	1,426	1,310	1,400
Water/Sewer bills generated	50,740	50,632	50,340	50,540
Citizen inquiries (estimated)	33,000	33,000	30,000	30,000





Program Description

The Engineering Division has the following responsibilities:

- Coordination and preparation of technical designs, engineering plans, and specifications for municipal infrastructure improvements and other capital projects.
- Oversee contracted construction projects, including field inspections and administrative requirements.
- Inspection for construction quality assurance within public properties and roadways, including inspection of trench and property restoration work by private contractors and other utilities.
- Provide recordkeeping and update plans for Town roadways, sidewalks, water/sewer lines, parks, and infrastructure.
- Technical support and construction oversight assistance for the Department of Public Works and other Town Departments, including the Planning/Community Development and Recreation Departments.
- Overseeing and managing Traffic Signals maintenance contractor.
- Reviewing, preparing reports on, and regulating the impact of private developments on our water/sewer and storm water utilities, roadways, sidewalks, and other Town assets.
- Performing private way improvement cost estimates and assisting the Select Board's Office with the betterment process.

Budget Statement

Departmental Personnel Services is increased by \$85,194. This increase is primarily due to the addition of a staff engineer. The position will be tasked with oversight of the DPW's permit program with the responsibility to propose improvements and provide better oversight of permit requirements.

The Departmental request for operations expenses is increased by \$8,907 to provide additional funds for engineering consulting services..

FY2021 Objectives

- Initiate, coordinate and complete construction of the Lake Street/ Minuteman Bike Path Traffic Signal Project.
- Coordinate annual road rehabilitation work including road rehabilitation and pavement preservation projects. Calendar year 2020 efforts will include standard road rehabilitation projects as well as additional application of pavement preservation techniques such as ultra-thin overlay and rubber chip seal application as well as crack sealing and maintenance.
- Coordinate annual construction projects for water rehabilitation, sewer rehabilitation, curb/walk/ramp improvements and other miscellaneous projects as needed.
- Monitor and oversee ongoing design and utility coordination for the Mystic Street/Mill Brook Bridge Replacement project. Currently delayed and awaiting utility company design completion.
- Coordinate repair and maintenance of traffic signals, as well as updates and designs for pedestrian accessibility improvements relating to advanced pedestrian systems including ADA adjustments and upgrades.
- Oversee and coordinate environmental quality monitoring and compliance requirements of the MS4 permit, including town-wide catch basin and BMP cleaning and inspections. Work with Environmental Planner to further implement stormwater management requirements and controls to progress towards meeting the MS4 permit, including creating and updating necessary by-laws for design, mitigation, erosion control and construction site runoff.
- Continue storm water awareness program, provide outreach and educational opportunities to residents and businesses regarding issues pertaining to stormwater runoff, water quality, erosion and flood control, as required by the revised 2019 Stormwater Management Program.
- Provide updates and coordinate the inspection and updates for the Arlington Reservoir Dam and Emergency Action Plan to the Massachusetts Office of Dam Safety.
- Assist the Transportation Advisory Committee with project planning, review of issues, project designs, and coordination and prioritization of Complete Streets Projects.

Road, water and sewer projects are listed at www.arlington.gov/projects.



Major Accomplishments for 2019

- Oversaw and monitored Town capital projects: road rehabilitation, pavement preservation, water line rehabilitation, sewer rehabilitation, and sidewalk, curb, and handicap ramp work.
- Coordinated with DPW Administration for traffic signal and street light maintenance and updates.
- Worked with other Town departments and consultants to provide technical input and assistance for miscellaneous projects, including Spy Pond Bank Stabilization Project, Wellington Park, and Arlington Reservoir Beach and Parking Lot.
- Monitored on-going utility construction projects by major utility providers in Town right of ways including Eversource and National Grid in conjunction with the Operation Manager, Water and Sewer Division, and Police Department, including review and administration of work conditions and requirements including outreach, traffic management, and trench repairs and grant of locations with the Select Board Office.
- Administered Arlington, Belmont & Cambridge Tri-Community Stormwater Flooding Group, including meeting agenda and presentation considerations, transferring administration to Cambridge in 2020.
- Administered and coordinated the request for proposals for the Lake Street/Minuteman Bike Path Traffic Signal Project.
- Provided technical resources and necessary project and plan review to assist Water Division including site plan reviews, unidirectional flushing program, capital water planning.
- Coordinated and assisted the preparation of the following administrative and regulatory requirements:
 - Prepared Notice of Intent for EPA NPDES Municipal Separate Storm Sewer System (MS4) permit.
 - Annual Arlington Reservoir Dam Emergency Action Plan.
 - MWRA Municipal Discharge Permit.
 - MADEP Sanitary Survey for water distribution system.
- Worked with Conservation Commission Administrator to finalize and closeout Mystic 35 Project; a DEP Grant funded stormwater improvement project located in the Mystic River Reservation.

Major Accomplishments (cont.)

- Coordinated construction of bio-retention facilities at intersection of Egerton Road & Herbert for watershed and water quality improvements.
- Supervised Annual Summer Environmental Internship Program, reviewing and updating regulations and EPA MS4 requirements. Inspection and GIS data collection of BMP's and Green Infrastructure Grant Project and design preparation.

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Engineering				
Managerial	0	0	0	
Clerical	0	0	0	
Professional/Technical	4	4	5	
Public Works	0	0	0	
Total	4	4	5	

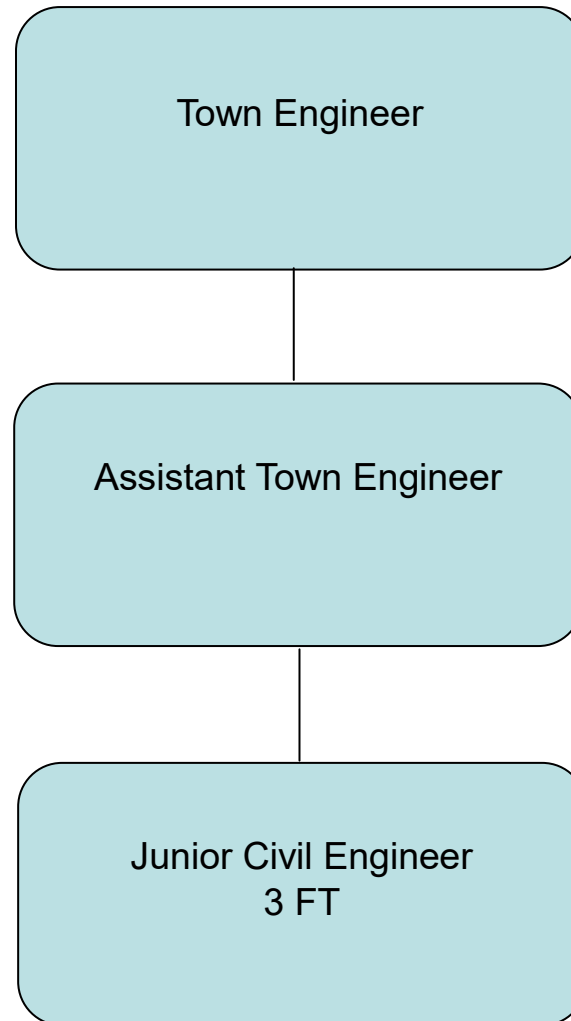
Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Engineering				
Roadways Rehabbed/Paved	28,650	20,200	20,394	22,250
Sidewalks replaced	16,250	12,400	10,544	12,500
Granite Curb- Placed or Replaced	2,750	5,150	5,798	5,000

*includes work completed as part of the Mass Ave Corridor Project

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Engineering				
Personnel Services	321,739	352,150	428,437	
Expenses	15,493	83,500	92,407	
Total	337,232	435,650	520,844	-





Program Description

The Cemetery Division is responsible for the care and maintenance of the Mt. Pleasant Cemetery and the Old Burying Ground. The Mt. Pleasant Cemetery is an active cemetery comprising 62 acres of land and accommodates an average of 200 burials per year. The Old Burying Grounds is an inactive, historical community cemetery of six acres. Three volunteer Cemetery Commissioners make recommendations to the Town Manager on rules, regulations, and fees.

Budget Statement

The Cemetery Department Personnel Services increase by \$2,106 due primarily to contractual changes in the Town's pay plan resulting from Collective Bargaining negotiations.

Additional funds were requested in last year's budget to make repairs to tombs in the cemetery. The additional funding is not needed in FY21.

PROGRAM COSTS

Cemetery	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	263,589	266,895	269,001	
Expenses	119,909	202,500	162,500	
Total	383,498	469,395	431,501	-

STAFFING

Cemetery	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	0	0	0	
Clerical	1	1	1	
Professional/Technical	0	0	0	
Public Works	3	3	3	
Total	4	4	4	

FY2021 Objectives

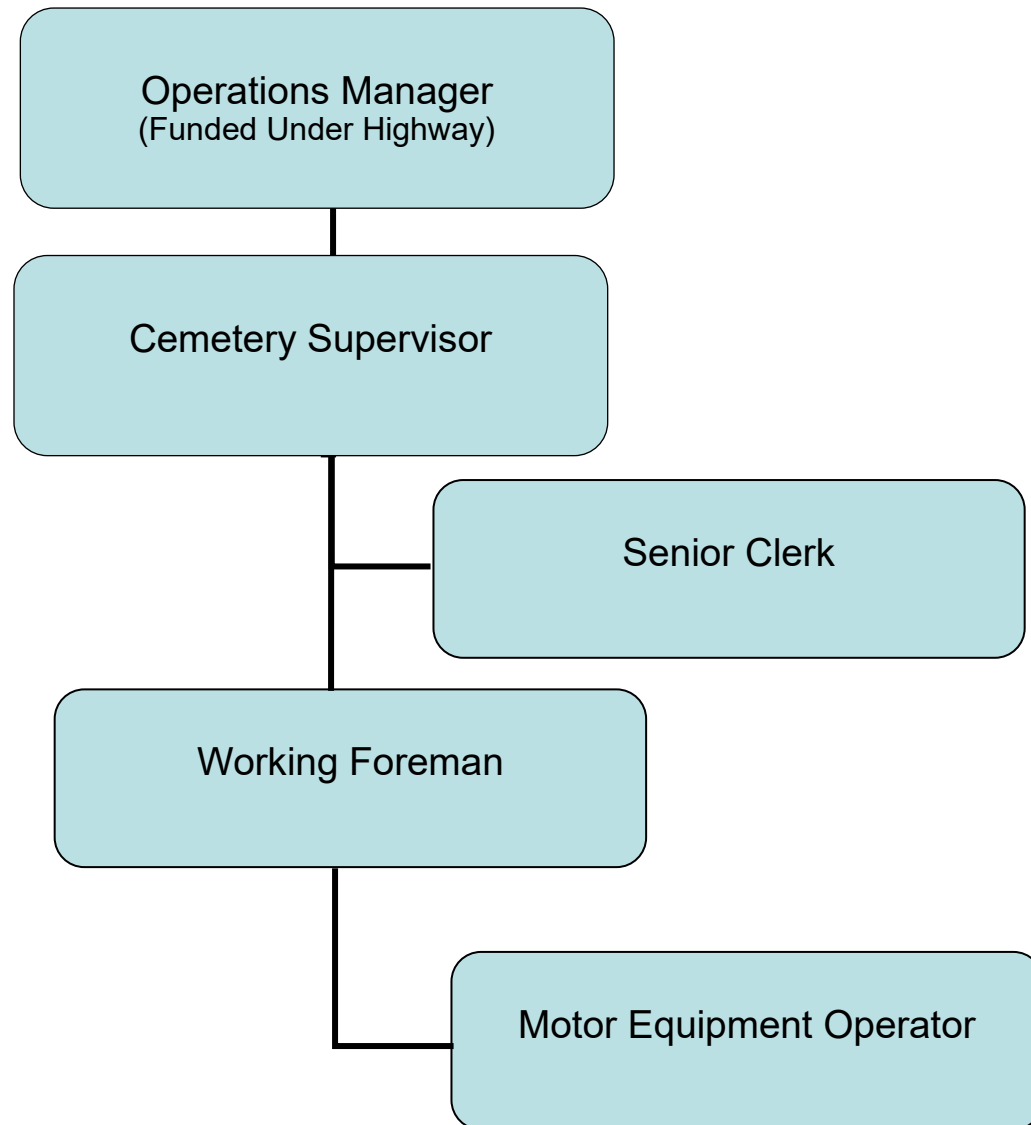
- Installation of new street signs throughout cemetery.
- Develop construction details to protect roadway edges in several areas from vehicle traffic and erosion while maintain access to gravesites.

Major Accomplishments for 2019

- Completed backlog of comprehensive tree care maintenance. Work began on the development of preventative tree care and planting program in cooperation with Cemetery Commissioners and Town Tree Warden.
- Performed 136 earth burials and 70 cremains burials.

Performance / Workload Indicators

Cemetery	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
New Grave Sales	57	46	37	35
Funeral Excavations/Closures	184	227	215	200
Loam & Seed - Areas restored	275	291	385	300
Headstones Straightened	245	270	114	200
Restore/Place markers	115	89	96	100
Foundations Repaired/Constructed	0	9	39	10
Flowers / Bushes - Areas Planted	53	80	104	75
Chapel Cleanings	25	20	25	24





Program Description

The Natural Resources Division provides management, care, and maintenance of the Town's open space lands, public parks, playgrounds, and athletic fields. The primary facilities include nineteen (19) athletic fields, twenty-six (26) playgrounds, and parks including Reservoir Beach, North Union Spray Pool, Menotomy-Rocks Park, McClennen Park, Town Hall Gardens, Minuteman Bike Path, Broadway Plaza, and the Whittemore-Robbins grounds. The division also maintains plantings and lawn care in twenty-one (21) traffic islands. The Tree Division is responsible for the management, care, and maintenance of more than 19,000 public trees.

Major Accomplishments for 2019

- Planted 322 trees including the following strategic locations:
 - 100 trees planted in neighborhoods with low canopy cover as identified in a recently completed Town tree survey.
 - 4 trees at Hardy school for Arbor Day celebration.
 - 20' Red Maple at Uncle Sam Park.
 - 4 trees at the Whittemore Robbins House.
 - 6 trees planted along Railroad Avenue in response to a need outlined in a Heat Island Study completed by Boston University graduate students.
- Maintained "Tree City USA" designation from the National Arbor Day foundation. Awarded a "Growth Award" for additional work in protecting and providing for trees in Arlington.
- Maintained Town sidewalks throughout the winter.

Performance / Workload Indicators

Natural Resources	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Trees Planted	221	220	322	325
Trees Removed	130	194	228	200
Stumps Removed	201	215	229	200
8 Large Parks Maintained (acres)	66	66	66	66
16 Small Parks / Public Spaces (acres)	21	21	21	21
20 Landscaped Traffic Islands (acres)	2	2	2	2

Budget Statement

Personnel Services are increased by \$19,452 due primarily to contractual changes in the Town's pay plan resulting from collective bargaining negotiations.

The Expense budget has been increased by \$5,000. The additional funds are requested to offset anticipated increases in contracted mowing services.

FY2021 Objectives

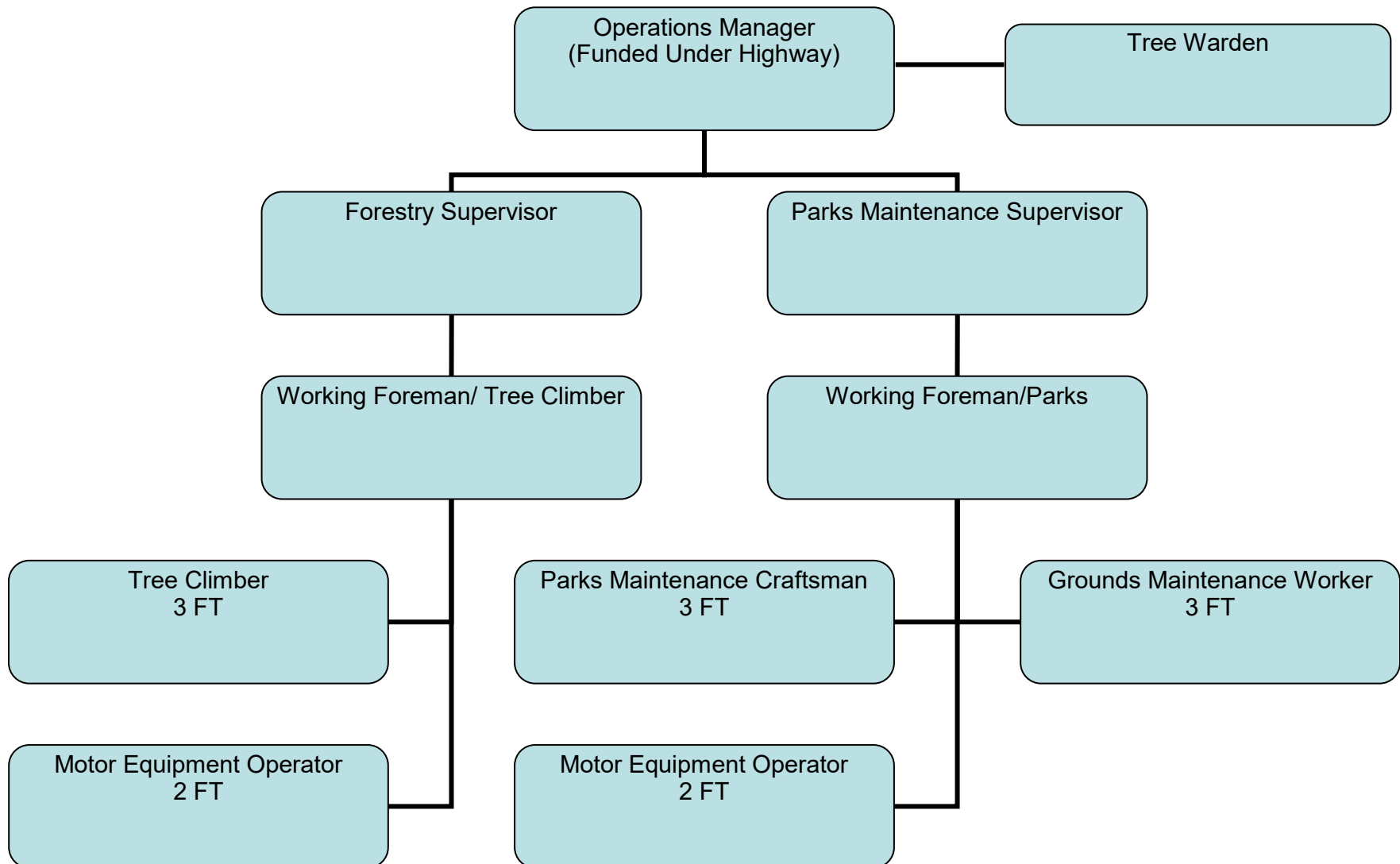
- Oversee program for treating Ash trees against Emerald Ash Borer insects.
- Look to expand planting program outside of "street tree" locations including 15 trees to be planted at Mount Pleasant Cemetery

PROGRAM COSTS

Natural Resources	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	888,459	1,163,402	1,182,858	
Expenses	419,999	544,000	549,000	
Maintenance Town Fields	50,000	50,000	50,000	
Total	1,358,458	1,757,402	1,781,858	-

STAFFING

Natural Resources	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	2	2	2	
Clerical	0	0	0	
Professional/Technical	0	0	0	
Public Works	16	16	16	
Total	18	18	18	





Program Description

The Highway Division responsibilities include:

- Maintenance and repairs to Town streets and parking lots, including paved surfaces, curbs, sidewalks, shoulders, guard rails, bridges, stairs, and grass edges.
- Maintenance and installation of traffic lines, traffic and parking signs.
- Maintenance and repairs to Town drainage systems including pipes, culverts, catch basins, manholes, and waterways (both concrete and vegetated channels).
- Street sweeping services.
- Oversight of Solid Waste services including trash/recycling collections, bulky items collection /disposal, waste fill disposal, and hazardous waste programs.

Budget Statement

Personnel Services are increased by \$41,260 due primarily to contractual changes in the Town's pay plan resulting from collective bargaining negotiations.

The request for Highway expenses is decreased \$185,000 due to a shift of funds from the Operating Budget to the Capital Plan. These funds are for use in making mobility based improvements within the Town's right-of-way to be coordinated with an ongoing study to guide the improvements.

FY2021 Objectives

- Work closely with DPW Facility construction project to maintain high level of operations. Significant attention will be needed on snow/ice response and vehicle fueling operations during construction.

PROGRAM COSTS

Highway	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	1,308,665	1,565,205	1,606,465	
Expenses	437,662	808,000	623,000	
Total	1,746,327	2,373,205	2,229,465	-

STAFFING

Highway	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	2	2	2	
Clerical	0	0	0	
Professional/Technical	0	0	0	
Public Works	21	21	21	
Total	23	23	23	

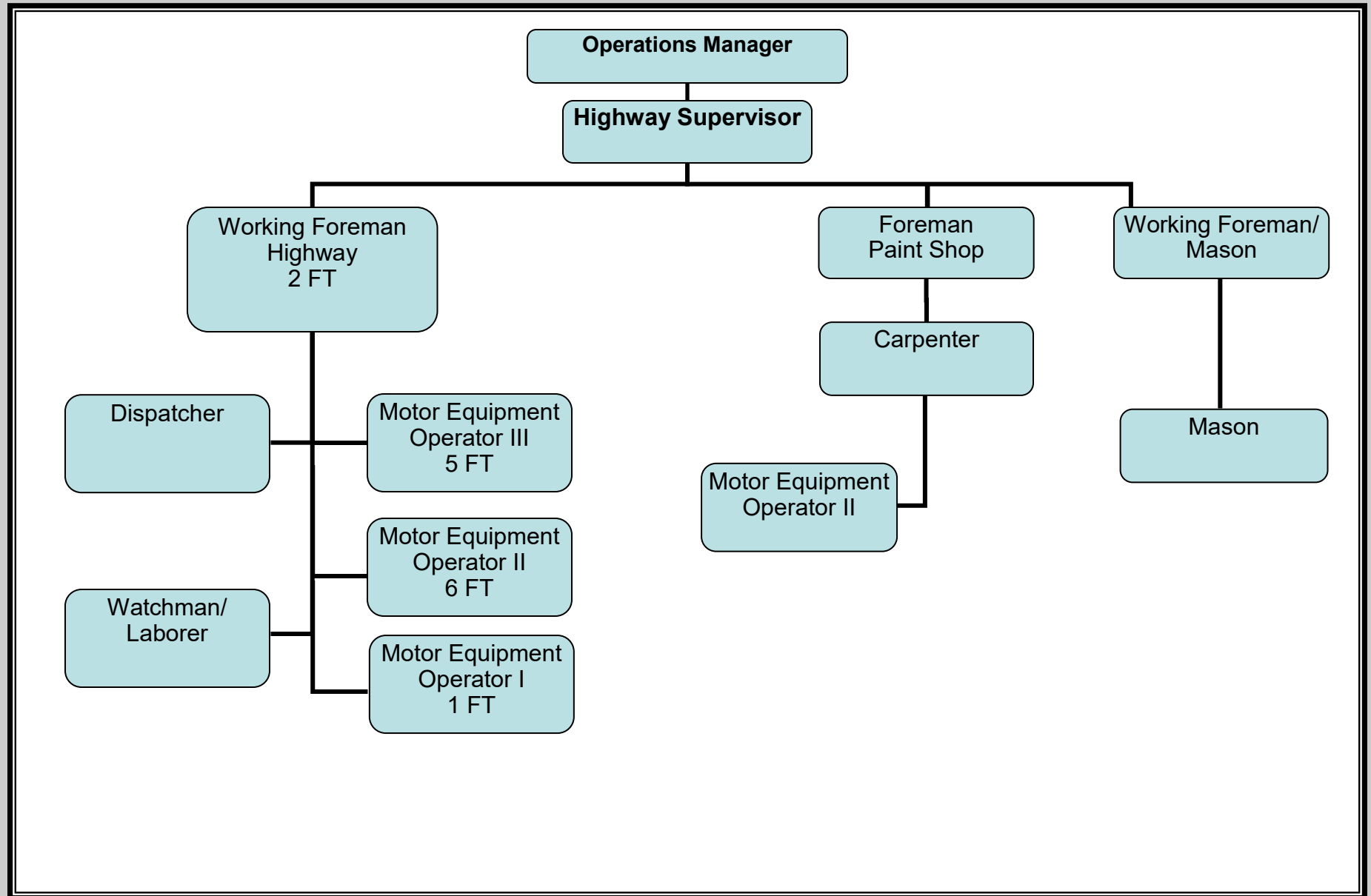


Major Accomplishments for 2019

- Patched over 2,000 pot holes (1,175 tons of asphalt placed).
- Cleaned approximately 610 catch basins.
- Highway staff twice swept all the streets in Town.
- Replaced over 3,075 linear feet of concrete sidewalk.
- Replaced over 2,685 linear feet of asphalt sidewalk.
- Repaired/replaced 36 catch basins/manholes. Implemented GIS software to track work.
- Responded to 24 snow events totaling approximately 43 inches of accumulation.
- Placed 150 sand barrels Town wide for winter season.
- Constructed 24' x 24' stage for Town Day event.
- Delivered tax bills to post office for Treasurer's Office.
- Set up and break down for Soap Box Derby on Eastern Avenue.
- Assisted with Feast of the East and Summer Arts Block Party and Somerville 5K road race.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Highway				
Patch Potholes, tons placed	1,295	1,362	1,175	1,250
Sidewalk Patching	473	468	407	475
Repair CB's / Manholes	34	31	36	50
Clean Catch Basins	575	639	610	650
Install / Repair Street Signs	539	679	741	650
Make Specialty Signs	60	39	118	75
Pave Trenches	198	161	180	200
Sidewalk Replacements	7,758	7,031	8,300	8,000
Curb Work	307	568	450	500
Traffic Lines - 24"	26,180	27,010	26,720	27,000
Traffic Lines - 12"	4,770	3,740	4,200	4,000
Traffic Lines - 4"	900	950	870	900
Traffic Painted Symbols	72	72	70	75
Plowing/Sanding Storms	16	14	9	4
Sanding Only Storms	8	10	15	8
Inches of Snow	73	75	43	22





Program Description

The Snow and Ice Division is responsible for clearing snow and ice during and after winter storms.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Snow and Ice Removal	1,084,664	1,172,013	1,172,013	
Total	1,084,664	1,172,013	1,172,013	-

Budget Statement

The request for Snow and Ice Removal funds is level funded. Annual increases have been made in recent years in an attempt to build the fund to match the 5 year spending average.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Snow and Ice				
Plowing/Sanding Storms	16	14	9	4
Sanding Only Storms	8	10	15	8
Inches of Snow	73	75	43	22

FY2021 Objectives

- Maintain streets, sidewalks, parking areas and walkways for which the Town is responsible, during and after snow events.
- Work on acquiring long term solution for snow storage location.

Major Accomplishments for 2019

- Responded to 24 weather events totaling approximately 43 inches of accumulation.

**Program Description**

Oversees Solid Waste services, including trash/recycling collections, bulky items collection/disposal, yard waste, waste fill disposal, and hazardous waste programs.

Budget Statement

The request for Solid Waste expenses are increased by \$82,945 due primarily to contractual increases for solid waste collection and disposal.

Major Accomplishments for 2019

- Expand Food Scrap Diversion Programs
 - Continued pilot Feed FiDO 24/7 drop off program, growing the number of participants to 470 registered users.
 - Encouraged expanded food scrap diversion behavior through outreach, education and promotion of three-part program: backyard composting, 24/7 drop off, and subscription services.
- Improved website search ability through partnership with MA DEP to integrate a free State search tool introducing consistent recycling and waste disposal practices across the state, complementing the Town's program information.
- Provided discount compost bin and rain barrels programs
- Continuation of support for the School Sustainability Program:
 - Shared payment of Coordinator's salary with Arlington Public Schools
 - Co-manage food scrap collection at all 10 schools.
- Initiated ReUse activities as part of ongoing programming.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Solid Waste				
Solid Waste	3,351,482	3,889,875	3,972,820	
Total	3,351,482	3,889,875	3,972,820	-

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Solid Waste (tons)				
Solid Waste	12,540	12,684	12,262	12,500
Yard Waste	2,578	3,894	2,521	3,000
Recyclables	5,224	5,111	4,994	5,000

FY2021 Objectives

- Prepare for 2023 Solid Waste Contract bid process
 - Increase capacity to enforce curbside correct recycling behavior to reduce contamination.
 - Engage with Board of Health to review and update solid waste regulations to align with future program.
 - Engage with MA DEP on bid preparation timeline and scope
 - Investigate opportunities for regional partnerships.
 - Engage with consulting firm to assess current program strengths as well as opportunities to improve to meet or exceed industry best practices.
 - Continue to encourage food scrap diversion as a potential addition to the future solid waste program.
- Measure and evaluate effectiveness of Food Scrap Diversion Programming.
- Build ReUse programming as co-equal strategy to reduce solid waste.



Program Description

The Motor Equipment Repair (MER) Division maintains a fleet of over 150 Town vehicles. Tasks include preventative maintenance, breakdown repairs, and tire management.

Budget Statement

Personnel Services are increased \$3,700 due primarily to contractual changes in the Town's pay plan resulting from collective bargaining negotiations.

The proposed budget for Expenses is level funded.

FY2021 Objectives

- Close coordination with construction of new DPW Garage Facility.

Major Accomplishments for 2019

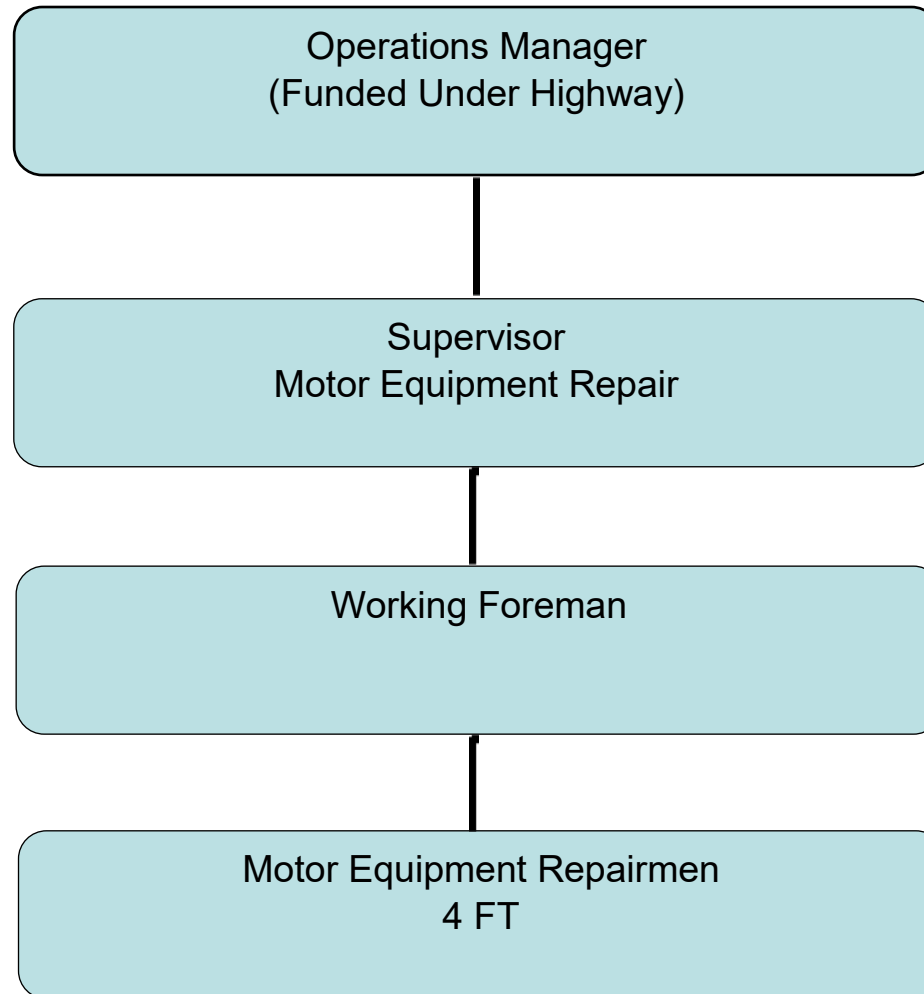
- Acquired new Department vehicles; 2-3/4 ton pickups with plows, 2wd 33,000gvw Dump Truck w/plow, 4wd-44,000gvw Sander, Tree Dept. Bucket Truck, Water Dept. Valve Crane Truck.
- Provided preventative maintenance and repairs on 150 motor vehicles.
- Maintained snow and ice vehicles during snow events.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Motor Equipment Repair				
Personnel Services	403,523	439,946	443,646	
Expenses	140,843	187,000	187,000	
Total	544,367	626,946	630,646	-

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Motor Equipment Repair				
Managerial	1	1	1	
Clerical	0	0	0	
Professional/Technical	0	0	0	
Public Works	5	5	5	
Total	6	6	6	



**Program Description**

The Administration Division oversees the contracted maintenance of the Town streetlights. In 2006, the Town purchased the streetlights from NSTAR (now Eversource) and has since realized considerable savings by contracting out maintenance work. This budget also covers the costs of electrical power usage and the contracted maintenance of traffic signal systems, which is overseen by the Engineering Division.

Major Accomplishments for 2019

- Awarded contract to paint signal equipment along Massachusetts Ave. from Lexington to Medford Street. Work to begin spring of 2020.
- Upgraded signal cabinet and pedestrian control buttons at Mystic and Medford Streets. Added video vehicle detection to the intersection.

Budget Statement

The Street Lighting Expense budget is increased by \$10,000. The additional funds are requested for increased maintenance of older equipment.

PROGRAM COSTS

Street Lights/ Traffic Controls/ Fire Alarm System	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	-	-		
Expenses	185,594	220,000	230,000	
Total	185,594	220,000	230,000	-

FY2021 Objectives

- Install signal system at the intersection of Lake Street and the Minuteman Commuter Bikeway.
- Continued program of updating older problematic traffic signal control equipment.



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COMMUNITY SAFETY

POLICE • FIRE • SUPPORT SERVICES •
INSPECTIONAL SERVICES



Program Description

The Police Department has the following primary responsibilities:

- Protection of the lives and property of all citizens.
- Preservation of the peace.
- Prevention of crime and disorder.
- Identification and prosecution of violators of the law.
- Plan for and supervision of public safety at special events, parades, elections, etc.
- Response to and management of all critical incidents and emergencies.
- Support of regional and national homeland security strategies.
- Collaboration with community stakeholders to creatively address quality of life concerns and the fear of crime.
- Protection of the individual rights of all persons within the Town of Arlington.

The Police Mission:

To promote, preserve, and deliver quality services and to ensure the safety of **ALL** members of our community.

Our Values:

This mission is a commitment to quality performance from all members. It is critical that all members understand, accept, and be aligned with the responsibilities established by this mission. It provides the foundation upon which all operational decisions and organizational directives will be based. Directives include rules, regulations, operating policies, procedures, and practices.

This mission represents the commitment of this administration to the concepts of quality performance management. In other words, members are expected to work consistently in a quality manner in the daily performance of those duties, job responsibilities, and work tasks associated with this mission. Quality manner means that performance outcomes comply with the performance standards established for the Arlington Police Department and for each associated member.

Program Description (cont.)

Examples of performance standards include the oath of office, code of ethics, rules, policies, procedures, directives, general and supervisory orders, work productivity, and behavior.

Each member is required to accept the responsibility for the achievement of this mission and publicly register his or her commitment to it and to the concepts of quality service.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Police				
Personnel Services	7,519,229	7,714,428	7,864,062	
Expenses	661,470	713,070	714,070	
Total	8,180,698	8,427,498	8,578,132	-

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Police				
Chiefs	1	1	1	
Captains	3	3	3	
Lieutenants	6	6	6	
Sergeants	9	9	9	
Police Officers	49	49	50	
Parking Control Officers	2.7	2.8	2.8	
Animal Control Officer	1	1	1	
Social Worker	0.5	0.5	0.5	
Dispatchers	10	10	10	
Clerical	4.31	4.31	4.29	
Total	86.46	86.59	87.57	

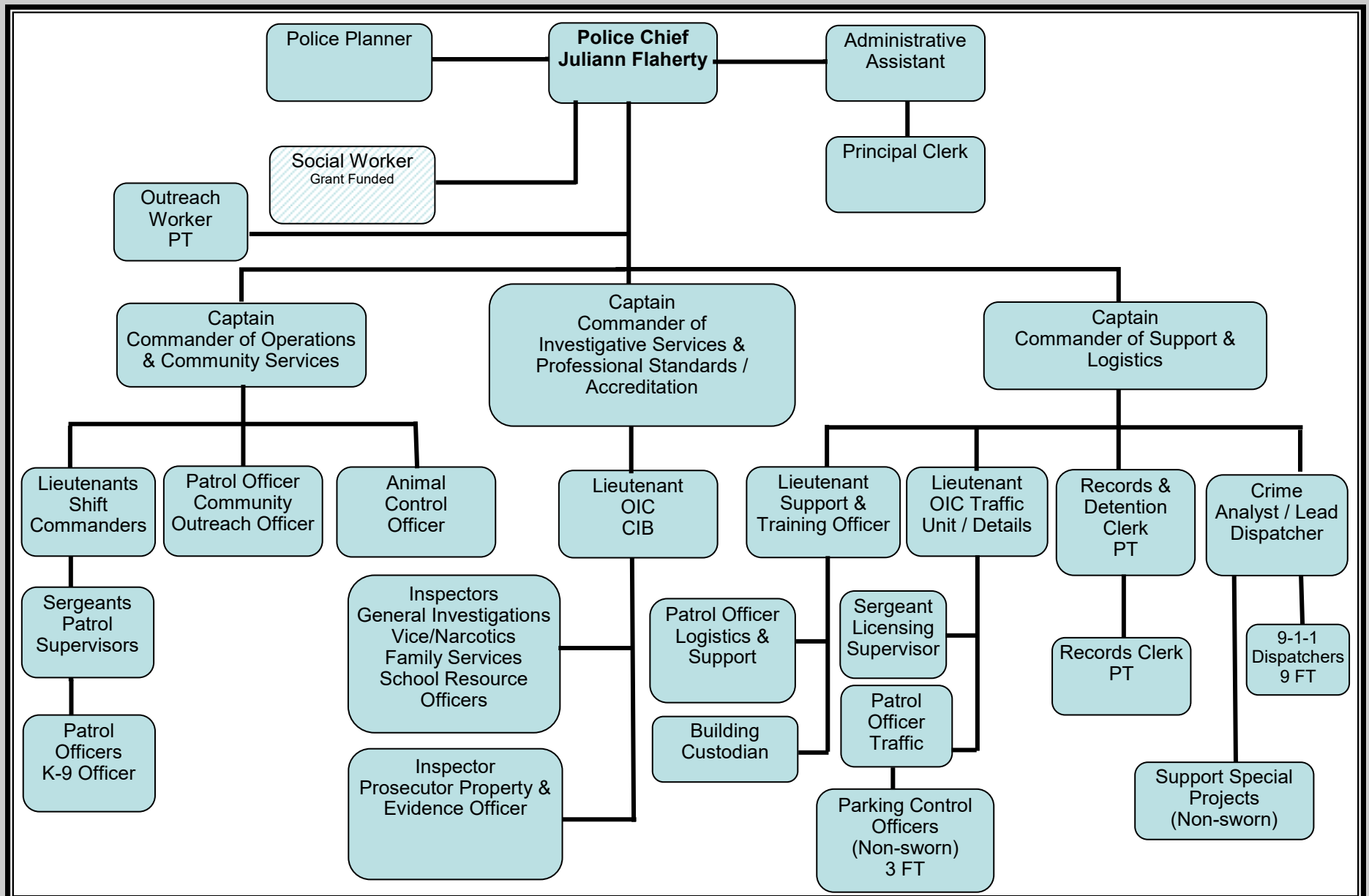


Budget Statement

The Department consists of the following divisions and work units:

- **Support Services Division**
- **Community Services Division (Patrol)**
- **Professional Standards and Accreditation Unit**
- **Criminal Investigation Bureau**
- **Traffic and Parking Unit**
- **Animal Control Officer/Animal Inspector**
- **Jail Diversion Program**

These divisions are funded with a level service budget. There is an additional patrol officer who will serve as a second School Resource Officer.





FY2021 Objectives

The Community Services Division patrols all sectors of town, identifying and preventing criminal activity, and maintains a police presence to serve as a deterrent of crime. The members of this division also serve as initial investigators and first responders to all critical incidents and administer all programs aimed at developing partnerships and problem solving in the community.

- Provide Professional Services to all citizens while working to minimize the fear and negative perception associated with crime.
- Meet with neighborhood groups, business owners, and property owners to address the quality of life issues that arise throughout the town.
- Host a fifth class of the Citizens Police Academy to educate and engage residents.
- Enforce town by-laws aimed at controlling physical disorder such as abandoned vehicles, discarded trash, and graffiti.
- In partnership with the Arlington Housing Authority, utilize the new Life and Skills building to build relationships with residents of Menotomy Manor.
- Partner with the Human Rights Commission, Rainbow Commission, and Disability Commission to enhance partnerships with all members of the community.
- Offer programs for women in self-defense education using the RAD (Rape, Aggression, Defense Systems) Model.
- Provide education at community meetings around strengthening home security and deterring crime through target hardening strategies.
- Host community outreach events including "Coffee with a Cop," "Pizza in the Park," movie nights, and other events to improve police community relationships and partnerships.
- Work with Arlington Public Schools to manage security of Arlington High School throughout construction and phasing.
- Work with consultants from Visions, Inc. to adopt recommendations from FY2020 assessment and study around diversity and inclusion of the Arlington Police Department
- Host a Town Hall Event in partnership with the Anti-Defamation League, Health and Human Services, Arlington Human Rights Commission, and Arlington Public Schools to educate and bring awareness to the community around concerns of Hate Crimes and Hate Incidents.

Major Accomplishments for 2019

- Maintained the priorities of effective law enforcement response for all calls for service.
- Utilized data gathered and analyzed by the department's crime analyst to reduce crime, enhance roadway safety, and address quality of life issues.
- Increased the use of the bicycle fleet by patrolling the Minuteman Bikeway and recreational parks in town, allowing the department to enhance community policing efforts and engage the community.
- Developed and hosted our fourth Citizens Police Academy. The program is designed to give community members a better understanding of law enforcement and how police officers work in the community.
- Hosted six successful Coffee with a Cop events at local businesses to engage the citizens we serve and break down barriers between officers and community members.
- Partnered with the Greater Boston Regional Critical Incident Stress Management Team to provide peer support and counseling to officers who have experienced traumatic events or were affected by loss.
- Attended monthly Veterans Breakfasts at Brightview Senior Living.
- Partnered with Recreation and Health and Human Services for Health, Recreation, Cops (HRC) Camp where we educate, mentor, and build relationships with Arlington's youth.

Fiscal Year 2021 Budget



Police Department Community Services Division

Performance / Workload Indicators				
Community Services (Patrol)	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Robbery	7	6	5	6
Burglary	44	72	35	50
Rapes	7	6	4	5
Motor Vehicle Theft	20	9	6	12
Larceny	204	223	231	219
Shoplifting	32	24	24	27
Assaults	124	107	90	107
Assault and Battery on a Police Officer	5	4	0	3
Criminal Arrests	114	131	107	117
Criminal Summons	103	75	81	86

Performance / Workload Indicators				
Dispatch	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Calls For Service	31,792	30,587	29,032	30,470



FY2021 Objectives

Professional Standards & Accreditation Unit is responsible for preventing employee misconduct, conducting all internal investigations, and the development and implementation of departmental rules and regulations. The unit is also responsible for ensuring compliance with state standards and police accreditation

- Prepare for 2020 tri-annual accreditation by the Massachusetts Police Accreditation Commission, Inc.
- Make best use of accreditation software program in an effort to take full advantage of the effective maintenance of standards, crucial documents, training, and assignments.
- Update policies and procedures to reflect changes in Federal Laws, Massachusetts General Laws, Municipal Law Enforcement, municipal bylaws, and as required by the Massachusetts Police Accreditation Program.
- Supervise the Community Prescription Drug Take Back Program at Arlington Police Department with the goal of developing new ways to get unwanted medications out of homes such as scheduled home visits and Senior Center events.
- Expand on programs that focus on our most vulnerable population including homeless, those suffering from substance use disorder, and behavioral health concerns.
- Focus on early intervention with the goal of eliminating absenteeism, poor work performance, and misconduct through officer wellness programs, employee training, and supervisor leadership training.

Major Accomplishments for 2019

- Continuous dedication to remain in compliance with the standards and mandates set forth by the Massachusetts Police Accreditation Commission (MPAC) for a fully accredited law enforcement agency.
- Unwavering commitment to the Arlington Opiate Outreach Initiative and its goal of reducing opiate overdoses and the stigma associated with addiction in our community.
- Developed new policies to proactively navigate the department through new and challenging issues that face law enforcement, our community, and personnel including Use of Force and De-escalation policy.
- Educated personnel in new departmental policies, procedures, and accreditation standards.
- Assisted Massachusetts Police Accreditation Commission in assessing various departments throughout the state for certification/ accreditation compliance.
- Conducted comprehensive audit/inventory of all evidence and property held by the Arlington Police Department.
- Worked with those suffering from mental health conditions through our Jail Diversion Program and Mental Health/Law Enforcement Learning Site which has been recognized nationally.
- Secured grant funding to provide Rapid Housing for seven Unsheltered/Homeless individuals within the community.
- Conducted weekly outreach to provide services to our homeless population.

**FY2021 Objectives**

Criminal Investigations Bureau is responsible for the follow up investigation of all crimes. The Bureau's goals include the protection of persons, the identification, apprehension and successful prosecution of criminal offenders, the recovery of property, and the prevention of crime through hard work, perseverance, and the use of the most modern forensic technology.

- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division and those complaints filed with the department's online report writing system, where residents are able to complete a report on our town website for certain categories of incidents.
- Continue to address controlled substance use by assigning Arlington detectives to both the Drug Enforcement Agency (DEA) at the Federal level, and the Suburban Middlesex Drug Task Force (SMCDTF) at the local level.
- Work in partnership with Communities for Restorative Justice (C4RJ) to offer offenders and victims of crime an alternative to the traditional criminal court through participation with C4RJ.
- Work in partnership with the Arlington Youth Health Coalition to address juvenile related issues.
- Identify and address High Risk Domestic Violence situations by working with our partners and stakeholders in the towns' FIRSTSTEP Program and our regional partners at Cambridge Arlington Belmont High Risk Assessment Team (CABHART).
- Work with the town to coordinate the opening and monitor compliance of two recreational marijuana shops.

Major Accomplishments for 2019

- Investigated over 900 reports of criminal activity.
- Participated in multi-jurisdictional drug task force investigations, which resulted in numerous arrests and indictments. Detectives assigned participated in numerous search warrants, which resulted in heroin, fentanyl, cocaine, methamphetamine, and other controlled substances being seized.
- In partnership with The Arlington Youth Health and Safety Coalition, conducted alcohol compliance checks at all the restaurants and liquor store establishments holding alcohol licenses.
- Participated in the destruction of over 1,200 lbs. of prescription medication collected through the combined efforts of the Drug Take Back Kiosk located in the Police Station Lobby and the Drug Take Back Event.
- Identified and arrested one suspect involved in an Arlington bank robbery.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Licenses to Carry/FID	253	188	267	236
Missing Persons Investigations	452	421	236	370
Domestic Violence	241	236	192	223
Criminal Investigations	1,644	1,414	1,260	1,439
Level 2 & 3 registered Sex Offenders monitored	15	15	16	15

**FY2021 Objectives**

Traffic & Parking Unit is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town of Arlington. This unit also represents the Arlington Police Department on the Transportation Advisory Committee.

- Expand the Traffic Unit capacity by assigning sworn personnel and increasing the hours of operation to cover both the day and night shifts.
- Use high-visibility enforcement to improve operator compliance and reduce motor vehicle crashes.
- Reduce the number of injuries due to motor vehicle crashes by enforcement and education of seatbelt laws.
- Increase bicycle and pedestrian safety through education and enforcement. Extra patrols to be funded through the Massachusetts Executive Office of Public Safety and Security (EOPSS) Traffic Safety Grants related to Impaired Driving, Speeding, Distracted Driving, and Occupant Protection.
- Increase parking enforcement in the business districts without parking meters to ensure vehicle turnover and availability of customer parking.
- Work with and support the Town Manager's Office and the Select Board's Office work on parking, traffic, and other quality of life issues affecting the community.
- Work with the Transportation Advisory Committee (TAC) on various transportation related projects to include sustainability initiatives and the East Arlington Dedicated Bus Lane (BRT) Project.
- Continue to collect traffic data, including vehicle speeds, volume, and/or classification, as requested, to improve roadway conditions.
- Maintain collaborations with outside agencies such as MASSDOT (Safe Routes to Schools, Highway Safety Division, etc.), and AAA.
- Conduct community outreach on all traffic related matters.
- Update electronic ticket writing equipment to accommodate new technologies including pay by plate, pay by space, and pay by phone.
- Work with our community partners in DPW, public utilities, and private contractors to ensure traffic and pedestrian safety on upcoming infrastructure improvements.

Major Accomplishments for 2019

- Participated in MASSDOT Highway Safety Division Bicycle and Pedestrian Safety Grant Providing education and enforcement opportunities at major intersections throughout town.
- Conducted multiple traffic counts in various locations in town providing valuable feedback to other government entities and neighborhood groups. This data has proved valuable for several infrastructure improvements made in the area of 1427 Massachusetts Avenue, where multiple pedestrian crashes had occurred.
- Instructed class on Traffic Safety at the Citizens Police Academy giving students an overview of traffic and parking laws, safety programs, and LIDAR/radar demonstrations.
- Partnered with AAA on projects such as the School Safety Patrol and testifying at the State House in support of various traffic-related legislative bills.
- Members of the traffic unit provided testimony at the State House on behalf of Massachusetts Major City Chiefs Association for traffic related legislative bills to prevent repeat OUI offenders.
- Assisted in the implementation of the MBTA BRT Project in East Arlington by providing feedback regarding signage, enforcement, and monitoring for success.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Traffic				
Hackney Licenses Issued New	15	10	6	10
Parking Violators	18,174	18,191	17,425	17,930
Moving Violations	3,106	2,325	1,657	2,363


FY2021 Objectives

The Animal Control Officer/Animal Inspector enforces all laws relating to control and care of animals, investigates reports of animal cruelty, facilitates conflict resolution pertaining to animal complaints, investigates animal bites, quarantines animals that have bitten or have been bitten by an unknown source, and provides education and assistance with domestic and wild animals.

- Work with departments throughout Arlington to promote animal health and safety through educational programs, social media posts and community engagement.
- Work with school and youth groups to offer educational programs with the goal of creating ongoing long-term learning and kindness for animals.
- Assess the needs of low income and elderly pet owners for rabies vaccines and/or spay/neuter services. Provide vouchers for no cost spay/neuter services under the Commonwealth's Massachusetts Animal Fund.
- Work closely with the Parks Department and Board of Health in areas of canine control, hoarding, zoonotic disease, and rabies control.

Major Accomplishments for 2019

- Held multiple low cost rabies vaccination clinics for both residents and non-residents.
- Supplied appropriate residents access to assistance programs for low cost or free spay/neuter.
- Conducted multiple interviews with local media outlets to educate the public on the safety and behavior of domestic and wild animals.
- Contributed animal related postings to the Animal Control social media channels to increase awareness, educate, and assist in reuniting lost pets with their owners.
- Partnered with the council on aging to recruit retired Veterans to drive injured animals to Tufts Wildlife Center.
- Worked with the board of health to provide chicken coop and dog kennel inspections.
- Developed new system for reporting lost pets.
- Hosted youth groups such as Girl Scouts, Boys Scouts, Brownies, and Daisies to provide education regarding animals.
- Donated "A Day of Falconry" to support Arlington EATS at a silent auction. The donation ultimately provided 1,900 meals.
- Hosted coyote information sessions at the Arlington Town Hall for over one hundred residents.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Animal Control				
Animal Complaints	552	527	538	539
Humans Bitten/Scratched by Dogs	17	17	10	15

**FY2021 Objectives**

- Respond to the Arlington Public Schools to provide crisis assessment, crisis counseling, outside referral, and involuntary commitments to hospitals emergency departments, as needed.
- Work with Arlington's homeless population through outreach initiatives and other collaborative interventions.
- Provide requested technical assistance to other law enforcement agencies and departments through the Police Assisted Addiction and Recovery Initiative (PAARI) and the Mental Health Learning Site status.
- Respond with patrol officers to provide crisis intervention and evaluations to Arlington residents in emergency situations. Assist officers with residents who are in need of urgent mental health services.
- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health and substance use issues.
- Coordinate the Opiate Outreach Initiative through our two-pronged approach of:
 - Follow up with persons who have overdosed in the community and provide outreach to known substance users identified by patrol officers, the Criminal Investigative Bureau, and Drug Task Force.
 - Continue to host Arlington ACTS (Addiction Community Training and Support) monthly meetings and special events where residents can be trained to administer the lifesaving drug, Narcan.

Major Accomplishments for 2019

- Provided twelve hours of Arlington Police Departments Jail Diversion Program Training to five out of state departments as a designated Law Enforcement Mental Health Learning Site.
- Provided six hours of mental health training to firefighters at Arlington Fire Department.
- Hosted NARCAN Night and presented Arlington Opiate Overdose Training to 50 community members.
- Placed seven unsheltered persons formally living in encampments and other areas of town into permanent housing.
- Trained staff at six group homes in town on our Opiate Outreach Model.
- Co-founder of the Arlington Human Networks Group, which are stakeholders that meet monthly to discuss at risk individuals and better assist with connecting them to the appropriate resources.
- Decreased the number of overall opiate overdoses through outreach, training, and increased resident and family engagement.



FY2021 Objectives

- Recruit, hire, and train new police officers in accordance with the Municipal Police Training Committee (MPTC) standards.
- Expand emergency dispatch technology and training using grant funding and resources.
- Partner with Middlesex County Sheriff's Office to provide advanced firearms training through digital scenarios and simulations using de-escalation skills.
- Strengthen work zone safety partnerships with the Arlington DPW and engineer's office for continued accident and injury free work zone safety sites.
- Expand social media with more followers by targeting community members, business owners, and school departments (focusing on town events, town sporting events, and school events) and by posting more real time photos.
- Complete the upgrade of radio consoles in our dispatch center, police officer portable radios and antenna infrastructure using appropriated capital funds.
- Implement Inforce 911, a school safety and threat alert and notification software solution.
- Partner with Arlington Rainbow Commission to facilitate an overall open relationship between the LGBTQIA+ Community and the Arlington Police Department.

Major Accomplishments for 2019

- Hired and trained two fulltime police officers.
- Processed 11 Hackney Licenses, 64 Solicitors Licenses, and 167 Firearms Licenses.
- Recruited, hired, and trained one new Public Safety Dispatcher.
- Partnered with Arlington High School to offer an intern program to two senior students who are interested in the criminal justice and law enforcement field. The program gives students an opportunity to earn school credits while learning all aspects of how the Arlington Police Department functions.
- Transitioned to State 911 Department's Wireless Direct Program, which reduces the amount of time to prompt emergency response by sending 911 emergency calls directly to Arlington Dispatch instead of a third party call taker.
- Implemented "Text to 911" in accordance with Massachusetts State 911 mandates, which enables residents, who are not able to dial and speak to dispatch, the ability to text short messages to the 911 call center and communicate with a dispatcher.
- Partnered with outside agencies to strengthen our commitment to the implementation of the concepts of 21st century policing including practicing procedural justice and building police legitimacy and transparency.
- Implemented ICAT (Integrating Communication, Assessment, and Tactics), a use-of-force training guide designed to fill a critical gap in training officers in how to respond to volatile situations in which subjects are behaving erratically and dangerously.
- Purchased, distributed and trained with new firearms purchased with capital funds.
- Partnered with the FBI to train all sworn officers in Active Shooter Training using the ALERRT (Advanced Law Enforcement Rapid Response Training) Model to train for response to critical active shooter incidents in schools and in the community.
- Officers attended Implicit Bias Training provided by Harvard University.
- Partnered with The Rainbow Commission to bring the MaeBright Institute to APD for training titled "Working with LGBTQ+ Community."



Program Description

The Arlington Fire Department's primary functions are the prevention of fire, preservation of life and property, and the overall wellness of the community. These functions are achieved through code enforcement and inspections. Being an all-hazards service, the department will respond to and mitigate any emergency to which our customers request our assistance. Planning for local emergencies, whether natural (i.e., hurricanes) or manmade (i.e., terrorist events), has become an integral component of this department's yearly mandate. The Fire Department is dedicated to the health of our community. Our FF/EMT's respond with both an ambulance and the closest fire apparatus to assess and mitigate all medical emergencies. Community education, such as the Student Awareness of Fire Education Program (SAFE), and the Juvenile Firesetters Intervention Program (JFIP) helps us contribute to the wellness of our customers.

The Department is broken down into two Divisions, Suppression and Operations. Suppression, or line personnel, are the 74 firefighters and officers tasked with responding to emergency calls, public education, inspections of property, drills, training, pre-fire planning, and the daily maintenance of the Department buildings, apparatus, and equipment. The Operations Division is made up of the three Fire Officers assigned to day shifts and mainly oversees Fire Prevention, Training, and EMS. The Fire Prevention Deputy oversees building inspections, code compliance, permitting, school safety, public education, and interaction with public vendors, contractors, and citizens. The Training Captain is responsible for all Departmental training both internal and external. He oversees and coordinates company training and certifications. He is also responsible for all apparatus, protective gear, and equipment inventory, and serves as the Keeper of Records. The EMS Captain is responsible for training, maintaining, and certifying all Department Emergency Medical Technicians and Paramedics, and is responsible for all EMS licensing, vehicle certification, and inventory of EMS equipment and supplies.

STAFFING

Fire	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Chiefs	1	1	1	
Deputy Chiefs	5	5	5	
Captains	7	7	7	
Lieutenants	15	15	15	
Firefighters	50	50	50	
Professional/Technical	2	2	2	
Clerical	1	1	1	
Total	81	81	81	

Budget Statement

The Fire department is currently staffed at 80 personnel. It is budgeted for 81 personnel. In FY21 there will be 74 personnel assigned to suppression duty, 3 assigned to staff duty, 2 mechanics, 1 administrative assistant, and 1 Chief of Department. We anticipate no retirements in FY21.

FY2021 Objectives

- Continue to provide programs such as the Fire Investigation Unit, Junior Firesetter Intervention Program, Vial of Life, and Student Awareness Fire Education (SAFE).
- Expand the SAFE program to educate middle school students on the dangers of vaping, alcohol, and drugs. Use SAFE funding for more programs for seniors.
- Continue with annual Fire and Life Safety Inspections of commercial properties.
- Implement online scheduling of smoke detector inspections for sale of homes.
- Change the frequency and types of annual inspection to include High-rises, Mercantile, Schools and Places of Assembly.
- Purchase new frontline ambulance to replace 2013 Ford Horton.
- Oversee Fire and Life Safety planning of the new High School.
- Ensure is compliance with newly adopted OSHA requirements.

**FY2021 Objectives (cont.)**

- Train with the Arlington Police Department, local and State agencies, and private partners to implement an ASHER, Active Shooter/Hostile Event Response, coordinated incident plan.
- Continue to identify opportunities for the improvement / streamlining of department processes.
- Continue to look for and promote existing collaborative efforts with other departments such as the CPR training of School and Town employees and supporting Health and Human Service's Homeless Outreach programs.
- Research and secure alternative sources of funding to continue smoke/carbon monoxide detector program for Seniors.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Fire Department				
Emergency Calls	5,214	5,562	5,150	5,300
Rescue Response	3,174	3,408	3,272	3,300
Overlapping Calls	1,366	1,643	1,282	1,400
Private Ambulance ALS/BLS	1,278	1,318	1,179	1,200
Average Response Times	3m 15sec	3m 17sec	3m 15sec	3m 15sec
Average Time Rescue Calls	37m 15sec	31m 53sec	31m 41sec	32m 0sec
Fire Calls	92	109	122	110
Average Total Time Fire Calls	36m 57sec	30m 12sec	38m 38sec	35m 0sec
Loss Property	million	\$2.3 million	\$3.7 million	\$3 million
SAFE Students Taught	3,871	3,888	3,905	3,900
JFIP Students Counseled	11	0	0	1

Major Accomplishments for 2019

- In coordination Health and Human Services, School Department, and Recreation Department, trained and certified over 85 public citizens, and School and Town employees in CPR, AED, Tourniquet, and Narcan training programs.
- Continued to move inspections, fire prevention, hydrant operations (shoveling and testing) and fire pre-plans onto a digital format and integrating the information into the Town's GIS system.
- As part of Fire Prevention Month in October, the AFD hosted an Open House at Fire Headquarters and visited all 8 elementary schools speaking in approximately 144 classrooms about fire safety.
- Continued annual Fire and Life Safety inspections of over 250 commercial properties.
- Inspected over 600 residences to ensure proper smoke/carbon monoxide detector installation.
- Performed Fire and Life safety inspections of 37 High-rise buildings.
- Involved in planning and supporting of Town events including: Town Day, Veterans Day parade, and Memorial Day ceremonies.
- Ongoing training and implementation of new procedures and medications for responses to opioid overdoses and fentanyl usage.
- Researched and ordered new portable radios as part of the Fire and Police effort to update the communication system.

Performance / Workload Indicators

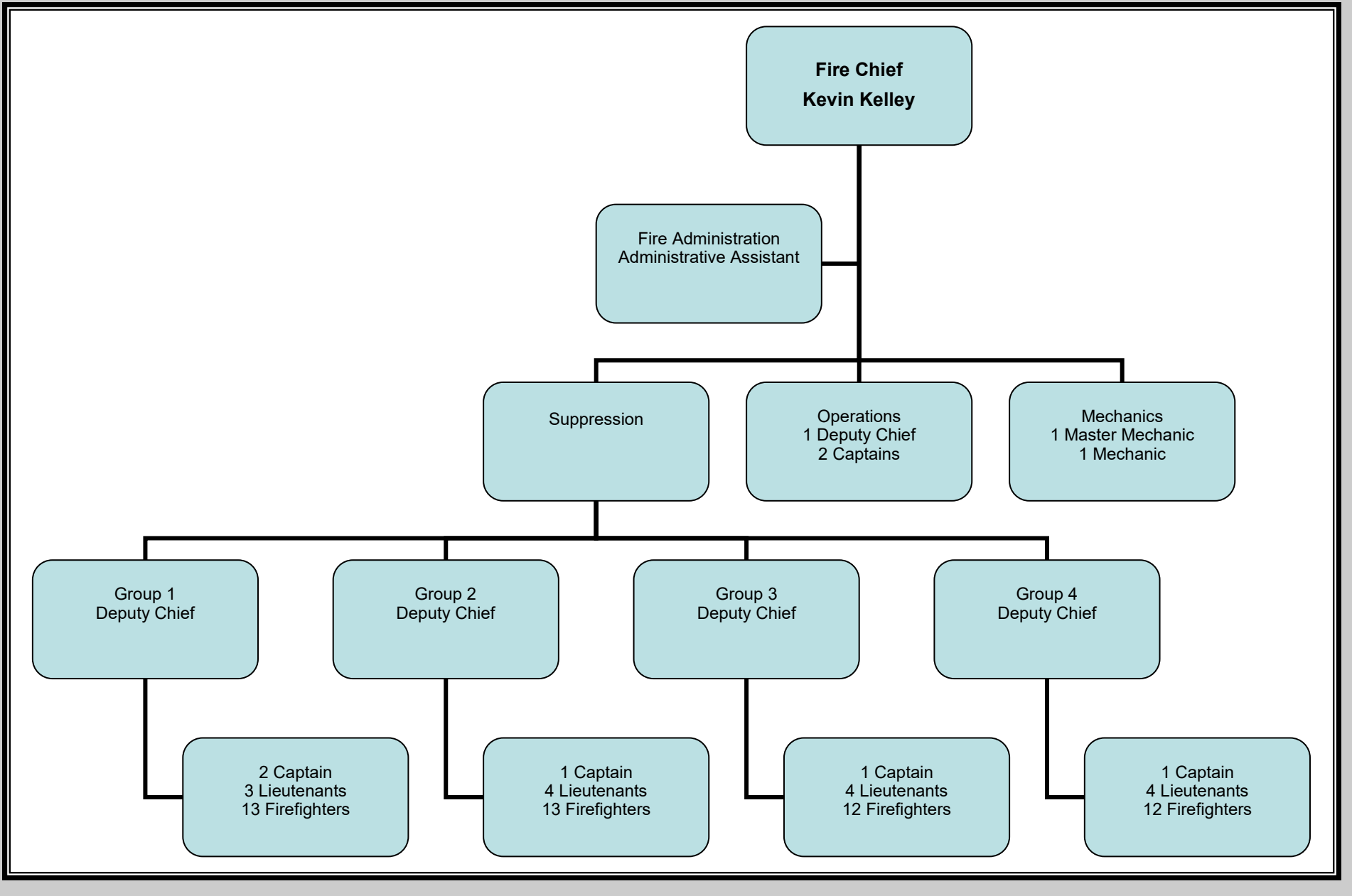
	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Fire Prevention				
Hours of School Fire Drills	30	50	50	50
Hours of Fire Protection Syst. Inspt.	776	746	545	700
Hours Strategic/Tactical Ops Plan.	34	34	34	34
Permits Issued	957	903	903	925
Permits Issued Revenue	\$50,250	\$46,750	\$46,995	\$50,000

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Fire Training				
Training Sessions	252	167	202	220
Training Hours	1,260	835	1,010	1,200
Total Attendees	3,453	1,522	1,694	1,800

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Fire				
Personnel Services	7,166,229	7,450,346	7,545,625	
Expenses	394,535	415,800	420,400	
Total	7,560,764	7,866,146	7,966,025	-





Program Description

The Inspectional Services Department is responsible for enforcement of the Commonwealth of Massachusetts's Building, Electrical, and Plumbing and Gas Codes, as well as all related regulations, standards, and Town Bylaws. Additionally, the Inspectional Services Department implements strategic projects as assigned by the Town Manager.

Budget Statement

This is a level services budget.

Major Accomplishments for 2019

- Received and processed 110 public record requests.
- Inspection and issuance of Certificate of Occupancy for newly renovated Hardy School.
- Inspection and issuance of Certificate of Occupancy for 2 Fremont Court, Life & Skills Center.
- Issued permits for 15 new single-family and 2 new two-family home permits and 15 mixed use units.
- Assisted the ZBA with appeals processes.
- Assisted in zoning recodification and work groups.
- Enforcement of the new "Good Neighbor" agreement per Town bylaws for certain residential construction projects.
- Worked with the Town's Engineering Department with Storm Water management bylaw and the Tree Warden with the Town's tree bylaws.
- Issued Occupancy Permit for Medical Marijuana.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Inspectional Services				
Personnel Services	490,793	505,042	519,048	
Expenses	11,085	15,200	15,200	
Total	501,878	520,242	534,248	-

STAFFING

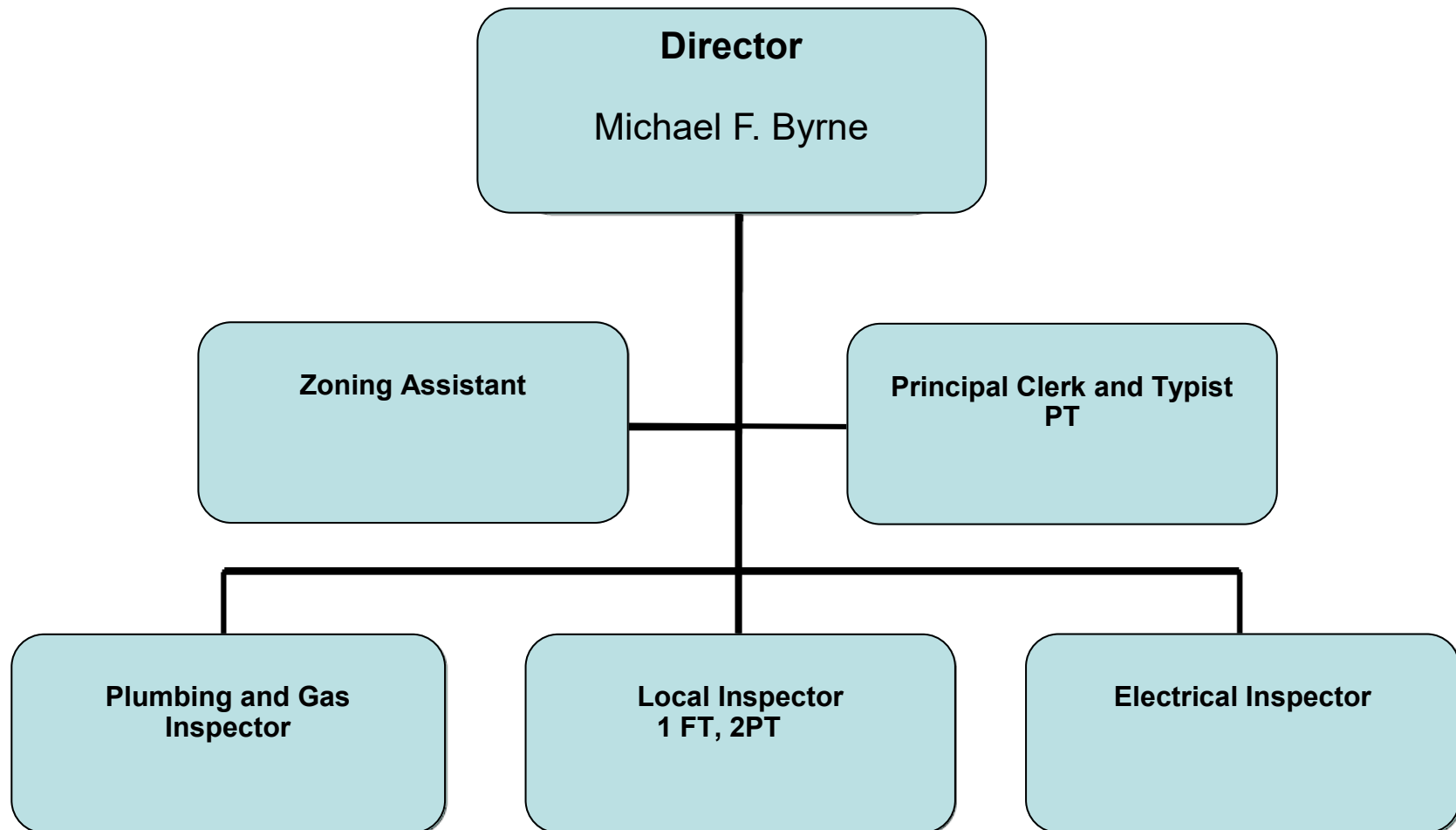
	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Inspectional Services				
Managerial	1	1	1	
Clerical	1	1	1.7	
Professional/Technical	4	4	3.6	
Total	6	6	6.3	

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Inspectional Services				
Building	2,404	2681	2,645	2,800
Plumbing	849	954	1,104	1,300
Gas	638	708	921	1,100
Wiring	1,210	1,281	1,233	1,250
Revenues	\$ 1,357,309	\$ 1,831,800	\$ 1,850,000	\$ 1,900,000

FY2021 Objectives

- Receive and process an increasing number of public record requests.
- Assist Zoning Board of Appeals.
- Commence Zoning Bylaw recodification.
- Continue to administer the Vacant Storefront Registry Program with the Planning and Community Development Department.
- Communicate with contractors and homeowners regarding the "Good Neighbor" bylaw requirements.



LIBRARIES





Program Description

The Robbins Library and the Fox Branch Library are vital community centers for all. Library staff, trustees, and dedicated volunteers create opportunities for lifelong learning, personal fulfillment, and enjoyment. The library responds to citizens' needs with services and activities in a welcoming setting built on a history of free and equal access for all Arlington residents. Library staffs select, purchase, and process a wide range of library materials including books, periodicals, audio-visual, and downloadable materials. Reference assistance and reader's advisory services are offered in person and via email, chat, and phone. Access is provided to multiple electronic resources and innovative, engaging programs are offered for all age groups.

Library staffs maintain efficient recordkeeping for over 200,000 items in the physical collection and access to over 120,000 titles in the digital library through shared resources of the Minuteman Library Network and resources purchased exclusively for Arlington cardholders. The Library promotes curiosity and the love of reading in children, teens, and adults and provides materials and services which support formal learning as well as the desire for entertainment and personal growth.

Budget Statement

The total projected FY21 budget will meet the state municipal appropriation requirement for library certification, which in turn affords Arlington residents borrowing privileges at local libraries and through the Minuteman Library Network interlibrary loan system.

FY2021 Objectives

- Promote the Reimagining Our Libraries capital improvement projects at the Robbins Library and Fox Branch Library by supporting the Arlington Libraries Foundation in preparing for a capital fundraising campaign, and by working with town leadership and appropriate departments to explore public/private opportunities for the Fox Library site.
- Publicize and begin implementing the new Strategic Plan for Arlington's Libraries, a five-year long-range plan beginning in 2021.
- Identify new ways to promote the fine-free initiative among community groups.
- Increase library card registrations and overall circulation/use.
- Renovate the circulating art prints collection with a local arts focus, complete the deaccessioning of the Winfield Robbins Art Prints collection through sale or gift, and pursue the related goal of applying trust funds to future library improvements.
- Promote increased use of the Library of Things, including developing programming and partnerships to support the maker community.
- Promote the Library as a key component of Arlington's cultural landscape as a Core Managing Partner of the Arlington Cultural District and as a Commissioner for the Arlington Commission for Arts and Culture.

PROGRAM COSTS

Libraries	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	1,851,631	1,984,238	2,070,127	
Expenses	494,340	538,880	538,880	
Total	2,345,971	2,523,118	2,609,007	-



Major Accomplishments for 2019

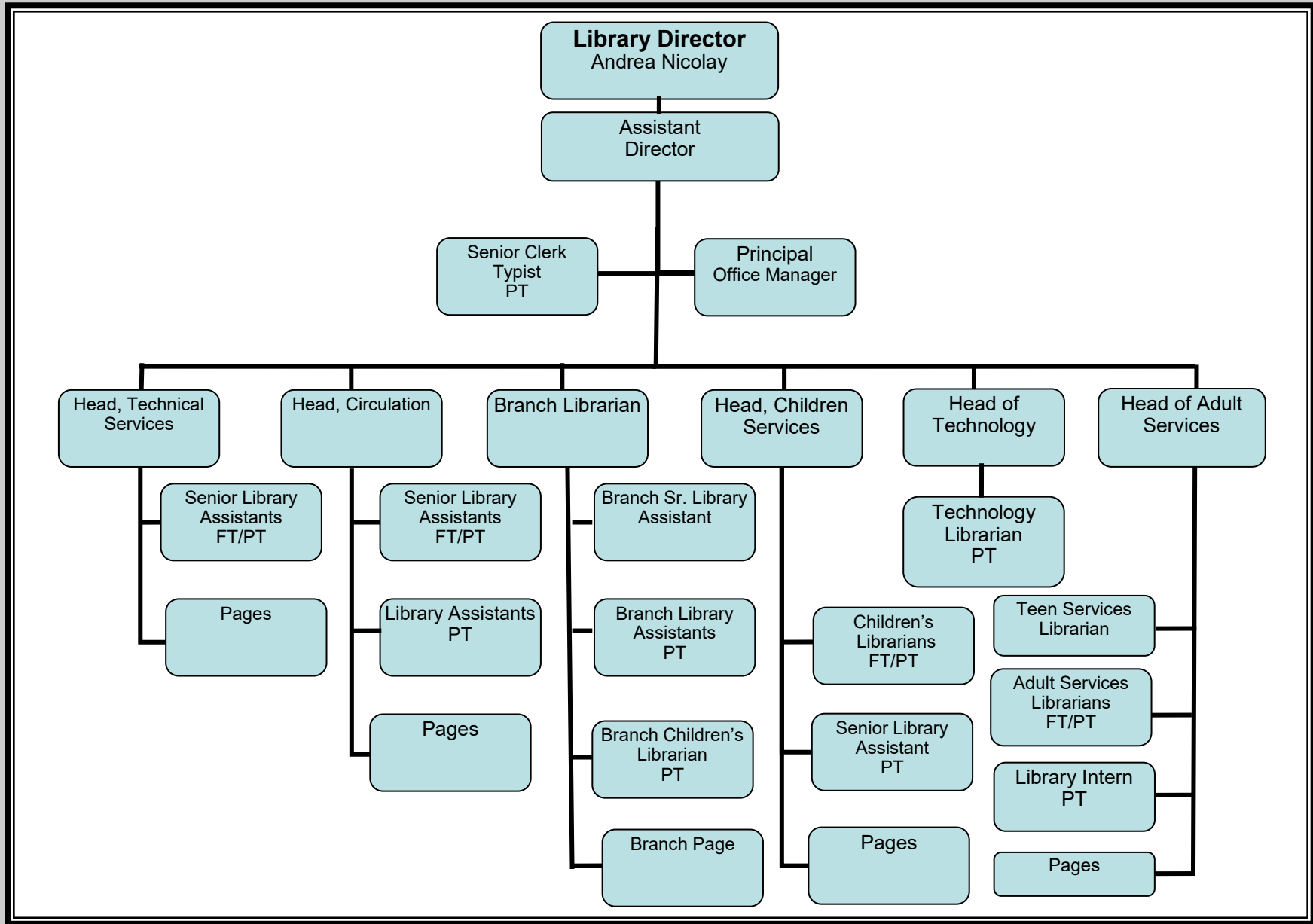
- Eliminated overdue fines, removing a socioeconomic barrier to library use and promoting equality among borrowers of physical and digital materials.
- Presented the FY18 Reimagining Our Libraries building studies and conceptual designs to the Capital Planning Committee, setting the Robbins Library and Fox Branch Library on a path for major improvements.
- Following an appraisal of the Winfield Robbins Art Prints collection, gained permission through Town Meeting to deaccession the collection.
- Completed an RFP process and awarded a lease for a children's resale shop space in the Fox Library.
- Held the third annual Pride Prom with over 50 teens attending. The event also attracted national media attention and was co-sponsored with the Arlington Rainbow Commission, Queer Mystic, Arlington Center for the Arts, Waltham Public Library, Newton Free Library, and the Housing Corporation of Arlington.
- Held community education events and a teen-designed vaping cessation program co-sponsored by AYHSC to help address the vaping epidemic.
- Partnered with Arlington EATS to establish the Robbins Library as a distribution site for lunches on Fridays in July and August.
- Opened the Robbins Library as a cooling center on Sunday, July 21 during the heat wave, and offered family-friendly films in the Community Room.
- Joined the Housing Corporation of Arlington's Human Services Network, a collaboration of relevant Town departments and non-profit social services organizations working to identify and stabilize vulnerable community members by connecting families and individuals to resources that promote healthy living.
- As a Managing Partner of the Arlington Cultural District, won the maximum \$5,000 grant from the Mass Cultural Council, which helped fund a new visitors' brochure to promote the District and the Arlington Commission for Arts and Culture website, artsarlington.org.

STAFFING

Libraries	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	14	14.5	14.5	
Professional/Technical	15.65	15	15.8	
Custodial/Bldg. Maint.	0	0	0	
Total	30.65	30.5	31.3	

Performance / Workload Indicators

Library	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Total circulation	731,597	741,374	749,636	750,000
Physical materials	666,966	663,644	643,004	630,000
E-content	64,631	77,730	106,632	120,000
Interlibrary loans processed	143,729	148,384	153,964	150,000
Reference questions answered	89,480	63,969	70,609	75,000
Children's programs	451	436	467	480
Adult and YA programs	228	225	236	240
Visits to Robbins Library	286,667	336,381	343,421	350,000
Uses of meeting rooms	1,136	1,200	1,471	1,500





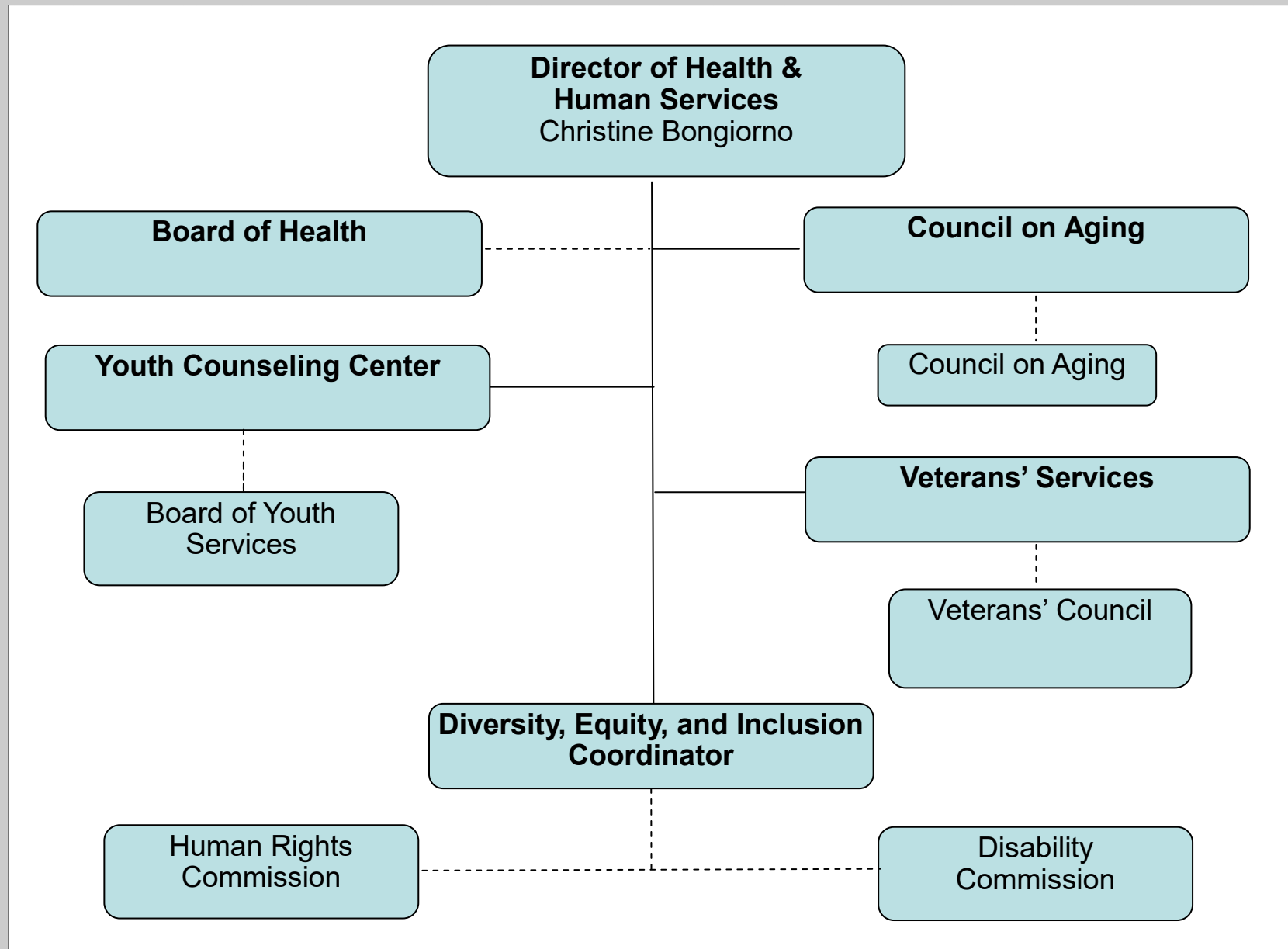
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HEALTH AND HUMAN SERVICES

BOARD OF HEALTH • VETERANS' SERVICES •
COUNCIL ON AGING





Program Description

The Department of Health and Human Services (HHS) is responsible for the health, safety, and wellbeing of all Arlington residents. The divisions that fall within HHS include:

- Health Department
- Council on Aging
- Arlington Youth Counseling Center
- Veterans' Services

HHS also coordinates the activities of the Board of Youth Services, Council on Aging, Human Rights Commission, LGBTQIA+Rainbow Commission, Disability Commission, Board of Health, Widows Trust Commission, Youth Health and Safety Coalition, Health and Human Services Charitable Corporation, and Heating Assistance Program.

The Health Department is the lead division within Health and Human Services. The Health Department is required by state and local laws to perform many critical duties related to the protection of public health. These duties cover a wide range of public health control and prevention activities including: disease surveillance, the promotion of safe and sanitary conditions in housing, recreational facilities, and food establishments, elimination of nuisances, protection of the environment, and numerous other federally- and state-mandated responsibilities.

Budget Statement

The budget has several increases. It supplies full funding to the Diversity, Equity, and Inclusion position, to the Arlington Youth Health and Safety Coalition, because the federal grant ended after ten years, and to the Health Director position, because of the lack of funding from providing flu inoculations, which the Department will no longer provide. There are also an increase in the mosquito control and the rodent control line items.

FY2021 Objectives

Health and Human Services:

- Will work closely with the Human Services Network to continue to improve coordination among all social service providers in town.
- Will work to implement best practices around racial equity into Department at every level.
- Will continue to promote programs within each division that support residents in need including the SNAP program, Fuel Assistance, property tax support.
- Will begin renovation of the interior of the Whittemore Robbins Cottage to provide 6 additional offices for youth mental health counseling, further increasing the capacity of the agency to provide support to youth and families.
- Will add an additional rental facility for private and public use. The Whittemore Robbins Carriage House will be available beginning in FY21 for private events such as weddings and parties as well as town meetings and events. The revenue generated from the rental of the property will be used to support the three structures on the property.

Health Department:

- Partner with the Town's GIS Coordinator and third party vendor to digitize paper files and implement a document management policy.
- Will collaborate with the Conservation Commission and the Engineering Division to develop a campaign to identify and educate the public on innovative and environmentally-friendly ways to prevent or reduce blue-green algae blooms in Town water bodies.
- Continue to work on the FDA Voluntary Retail Food Standards. Specifically, the standard which focuses on fostering communication and information sharing between the health department, industry and consumers.
- Continue to work on Public Health Accreditation initiatives.
- Continue to work with various Departments on climate change initiatives by participating in ongoing community vulnerability assessments and planning activities.
- Collaborate with surrounding communities, educational institutions, and professional experts to evaluate and implement best practices for urban area rodent control management practices and programs.



FY2021 Objectives (cont.)

- Will partner with the School Department, Department of Public Works and Facilities Department to evaluate past water sampling results at schools and assist with applying latest guidance on threshold for lead in drinking water and determining strategies to eliminate risk to children.

Major Accomplishments for 2019

Health and Human Services:

- Continued weekly outreach to homeless population living in Arlington in partnership with the Somerville Homeless Coalition and partners in the City of Cambridge. Over 50 outreach sessions conducted in 2019 to 40 individuals, housed 9 homeless residents in partnership with the Arlington Police Department, Somerville Homeless Coalition and Mass Housing and Shelter Alliance.
- Formed the Homelessness Task Force, a Select Board Committee, made up of partners from across various sectors of town government as well as town residents.
- Worked with individuals experiencing homelessness to conduct a cleanup at the wooded area in East Arlington.
- Created a partnership between the Arlington Youth Counseling Center and Arlington Police Department to hire an Outreach Worker tasked with reaching out to vulnerable residents within the community and providing support and resources. Outreach will include hours at the Robbins Library where many vulnerable residents are known to visit during the day.
- Worked with Sterling and Associates Architectural Firm to provide guidance on programs and needs of the Arlington senior population to guide decisions on design of the proposed build out of the 21st century senior center that will begin in the spring of 2020.
- Created a Diversity, Equity and Inclusion position that will be responsible for coordinating the work of the Human Rights Commission, Rainbow Commission and Disability Commission and will serve as a core racial equity team member.

Major Accomplishments (cont.)

- Participated in a racial equity learning community with neighboring communities. The purpose of the group was to participate in trainings and to share best practices among participants.
- Obtained CPA funding to begin the rehabilitation of the Whittemore Robbins Cottage which will serve as future counseling space for the Arlington Youth Counseling Center. The site will also provide two handicap accessible restrooms that can be used by groups using the Carriage House for events as well as events hosted in the garden.

Health Department:

- Served as the Lead Host Agency for the Region 4b Medical Reserve Corps (MRC) unit, comprised of 18 communities. The Medical Reserve Corps (MRC) is a national network of volunteers, organized locally to improve the health and safety of their communities. MRC volunteers include medical and public health professionals, as well as other community members without healthcare backgrounds. MRC units engage and train these volunteers as well as local and state-level partners to strengthen public health, improve emergency response capabilities, and build community resiliency.
- Organized and hosted an MRC Conference for 150 MRC volunteers in Region 4AB.
- Adopted Regulations to Ensure the Safe and Sanitary Operation and Sale of Adult Use Marijuana.
- Implemented a new version of the Food and Drug Administration's (FDA) Food Code (2013). Conducted trainings to ensure restaurant owners and managers understand key changes to the new Food Code with particular emphasis to active managerial control as a way to prevent foodborne illness outbreaks.
- Administered over 2,000 flu shots at over 25 public flu clinics throughout the community.
- Worked with East Middlesex Mosquito Control Project (EMMCP) to complete dredging at the McClennan park detention pond to increase water flow and prevent stagnant water, which promotes mosquito growth.
- Responded to over 425 residential complaints varying from unsanitary housing conditions to food code violations, and nuisance type conditions such as pest, trash, noise, and odor concerns.

Fiscal Year 2021 Budget



Health & Human Services Health Department

Performance / Workload Indicators

Health Department	FY2017 Actual	FY2018 Actual	FY19 Actual	FY20 Estimated
Food Inspections	464	437	490	500
Tobacco Compliance Checks	73	38	19	57
Tanning Establishment Inspections	1	1	1	1
Biotech Facility Inspection	-	-	1	1
Body Art Establishment Inspection	-	1	1	1
Camp Inspections	9	6	6	8
Dumpster Inspections	148	280	300	300
Keeping of Hen Inspections	18	3	5	10
Body Work Establishment Inspection	1	4	2	5
Demolition Inspections	21	27	17	20
Housing Inspections	76	129	112	125
Ice Rink Inspections	1	1	1	1
Power Sanding Inspections	2	4	1	5
Public Pool Inspections	12	12	12	12
Public Beach Inspections	4	4	4	4
Resident Complaints	310	330	317	350
Sealer of Weights and Measures Inspections*	555	498	183	200
Communicable Disease Investigation	278	346	270	300
Flu Vaccinations Administered	1,301	1,464	2,064	1,800

*Beginning in FY19, Belmont no longer utilized Arlington's Sealer of Weights and Measures

STAFFING

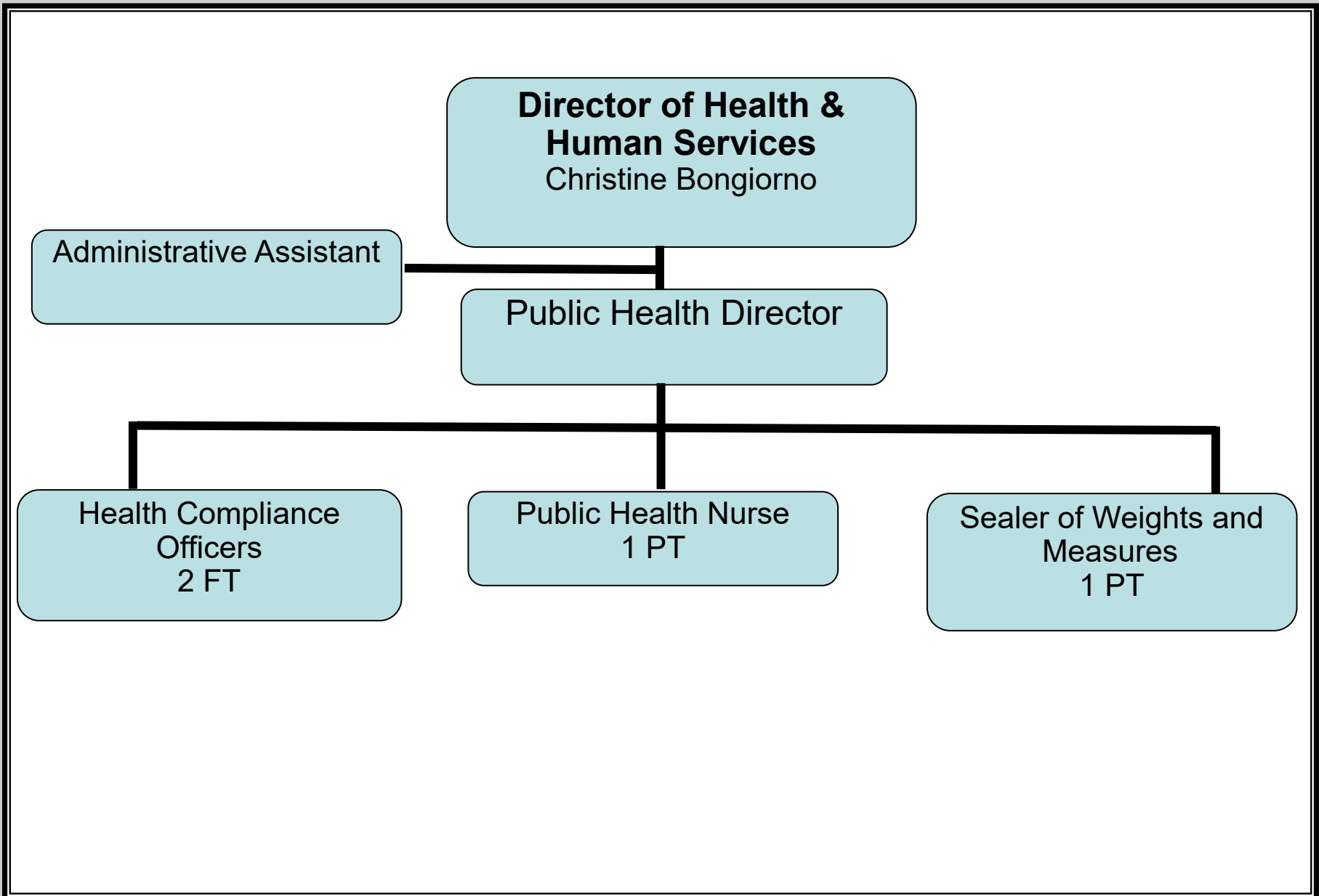
Health & Human Services	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	1.0	1.0	1.0	
Professional/Technical	3.4	4.9	5.3	
Total	5.4	6.9	7.3	

PROGRAM COSTS

Health & Human Services	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	446,354	574,570	624,434	
Expenses	94,606	109,200	153,200	
Total	540,960	683,770	777,634	-

Performance / Workload Indicators

Rentals	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Whittemore Robbins House Events	30	19	25	30
Town Hall Auditorium Events	75	81	90	95





Program Description

The Commonwealth of Massachusetts began providing services for veterans following the Revolutionary War. In 1861, the Legislature formalized Chapter 115 and established the Department of Veterans' Services. By State law, each community in the Commonwealth is required to maintain a Veterans' Service Department to provide benefits to veterans and dependents.

Benefits are available to veterans through the state's veteran benefits program (Chapter 115) as well as from federal agencies (Veterans Affairs) and other local resources. State benefits provide financial and medical assistance for veterans and dependents. Additional financial services for food, shelter, clothing, and housing are also available. Bonuses and annuities are available to veterans that provided wartime service. State annuity payments are made to 100% service connected disabled veterans and Gold Star survivors. Support services are provided for military funerals and resources, educational assistance, employment assistance, and emergency and long-term housing assistance.

The Veteran Service Officer (VSO) is trained and certified by the state Department of Veterans' Services in accordance with regulations set forth in the VALOR Act II of 2014. In addition to managing state level benefits, the VSO assists veterans in filing applications seeking service connected disability compensation as well as seeking federal pensions for non-service connected medical pensions. Additionally, the department provides support and direction to veterans seeking access to the VA Healthcare System.

Budget Statement

Over the past 24 month period, there has been a decrease in the number of veterans and dependents seeking state Chapter 115 Benefits, as the numbers of World War II veterans and surviving spouses seeking benefits continue to dwindle. We anticipate a decrease in veterans seeking Chapter 115 benefits, as Korean and Vietnam era veterans/dependents become our primary veteran population in need of support services.

Per the Department of Veterans' Services (DVS) statistics, the number of active cases (veterans and or dependents currently receiving state Chapter 115 benefits in Arlington) has decreased from 56 to 40 cases. The average monthly expenditures for Chapter 115 Veteran Benefits for FY 2017 were \$25,726. The average monthly expenditures for Chapter 115 Veteran Benefits for FY 2018 decreased to an average of \$20,500 per month.

It is important to note that the Commonwealth of Massachusetts reimburses Arlington a minimum of 75% of all approved expenditures for Chapter 115 Veteran Benefits. All requests for emergency services as well as other special services such as housing services are reimbursed at 100%.

In addition to managing the Chapter 115 benefits program, the Director has seen a steady increase in the number of veterans and dependents seeking federal Veterans Affairs (VA) benefits and services through service connected disability claims and pensions. According to the most recent VA statistics, 303 Arlington veterans and dependents receive tax-free VA benefits totaling \$398,797 per month.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Veterans' Services				
Personnel Services	70,077	74,950	75,728	
Expenses	281,707	305,268	305,268	
Total	351,784	380,218	380,996	-

STAFFING

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Veterans' Services				
Managerial	0	0	0	
Clerical	0	0	0	
Professional/Technical	1	1	1	
Total	1	1	1	0

**Major Accomplishments for 2019**

- The Director serves as the Chair of the Veterans Council along with six other members. The Council focused on addressing issues related to veteran memorials, the review and development of policies pertaining to Arlington veterans, and new projects to promote Arlington and veterans.
- The Memorial Day ceremony was conducted in the Town Hall. This year the ceremony paid tribute to three Arlington veterans that remain Missing in Action. A chair from the town hall auditorium was removed, refinished and transformed into a POW/MIA display. The chair is on display outside the Select Board office. The Veterans' Day parade and ceremony was conducted at the Central Fire station with wreath laying ceremonies at Monument Square. 2019 marked the 75th anniversary of D-Day (June 6, 1944) marking the invasion of Europe by Allied forces.
- The Director assisted local veterans and families in applying for, and receiving, Federal VA benefits. Arlington veterans and/or dependents received nearly \$300,000.00 per month in tax-free veteran benefits from the VA.
- The monument honoring Lt. Richard Buzzell was removed and the plaque restored in preparation of a re-dedication ceremony to be conducted in the Spring of 2020.
- The scanning of military records was completed. All paper Grave Registration Cards dating back to the Revolutionary War, and all military service records to present day, have been scanned for preservation purposes.
- The Director served as President of the Massachusetts Veterans Service Officers Association from January through June 2019. He worked with the state Department of Veterans' Services, legislative representatives, various state agencies, and other veteran organizations to ensure veterans and dependents are receiving the quality services they deserve.

Performance / Workload Indicators

Veterans' Services	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Department of Veteran Services				
Clients (DVS)	54	52	40	42
Department of Veterans' Assistance Clients (VA)	289	325	304	325
Federal VA Revenue Provided to Local Veterans	\$3.18M	\$3.65M	\$2.97M	\$3.25M

FY2021 Objectives

- A re-dedication of a new memorial honoring Lt. Richard Buzzell will be installed at Buzzell Field on Summer Street in 2020.
- The Director will continue to engage the community on benefits and services available to veterans and their families. The focus will include increasing public participation in the Memorial Day and Veterans' Day ceremonies.
- The Director will continue to work with other agencies and companies in the area to promote benefits and services provided at the local, state and federal level.
- The Veterans' Council will be reviewing locations for the establishment of a new Veterans' Memorial Park. Due to proposed changes at the current location, the Council is being pro-active in exploring alternate locations. The site must be large enough to enable residents to attend outside ceremonies and be a location that offers a reflective atmosphere. The Director and Council members will be seeking feedback during the year.



Health & Human Services Director
Christine Bongiorno

Veterans' Agent
Director of Veterans Services

Veterans' Council



Program Description

The Council on Aging, a division of the Department of Health and Human Services, is a community based social services organization that supports residents age 60 and over in Arlington. The agency's primary responsibilities are to provide information and referral, develop health and wellness programs, provide a sense of well-being through social programs, and promote civic engagement.

The Council on Aging is supported by a Town appointed board consisting of nine Arlington residents.

Budget Statement

The budget presented represents an effort to address the growing population of Arlington residents, 60 years and older by adding four hours per week for the nursing position and providing rent for alternative spaces during reconstruction of the Community Center.

PROGRAM COSTS

Council on Aging	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	273,534	282,910	320,225	
Expenses	28,386	41,700	66,200	
Total	301,920	324,610	386,425	-

Performance / Workload Indicators

Council on Aging	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Units of Service Delivered Annually	16,000	19,366	19,500	19,800
Volunteers	165	230	240	250

FY2021 Objectives

- Begin Phase 2 of the Age-Friendly initiative: establish the Age-Friendly Initiative Coalition, host additional focus groups, and present the Coalition's recommendations to the Select Board. An age-friendly community ensures its built environment allows people of all ages to participate in community activities, stay connected to others, and stay healthy and active at all ages.
- Successfully manage all Senior Center programs off-site during major building renovation.
- Continue to serve as a SNAP enrollment site and help to close the SNAP Gap through education and outreach with goal of enrolling 100 new participants.
- Continue to serve as an intake site for Community Teamwork; providing Arlington residents easier access to apply for fuel assistance and energy -saving programs through the Weatherization program.
- Increase programming in the newly-renovated Arlington Community Center, including a greater variety of art and exercise programs, more evidence-based programs such as the National Council on Aging (NCOA) Aging Mastery Program, Chronic Disease Self-Management program, and guest lectures.
- Continue to increase partnerships within the community and municipality including the Arlington Recreation Department, Arlington Boys and Girls Club, Visiting Nurse & Community Care, as well as other businesses that serve older adults for program placement and additional programs.
- Increase access to all food distribution programs by:
 - Providing free transportation to Arlington EATS
 - Continuing the partnership with Food Link to provide fresh produce to seniors who make a low income
 - Maintaining the partnership with Lahey Hospital for free farm shares
 - Adding an additional site for the free monthly grocery program
 - Increasing outreach efforts to identify and enroll those in need of SNAP

STAFFING

Council on Aging	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	1.5	1.5	1.5	
Professional/Technical	1.7	1.7	2.3	
Total	4.2	4.2	4.8	

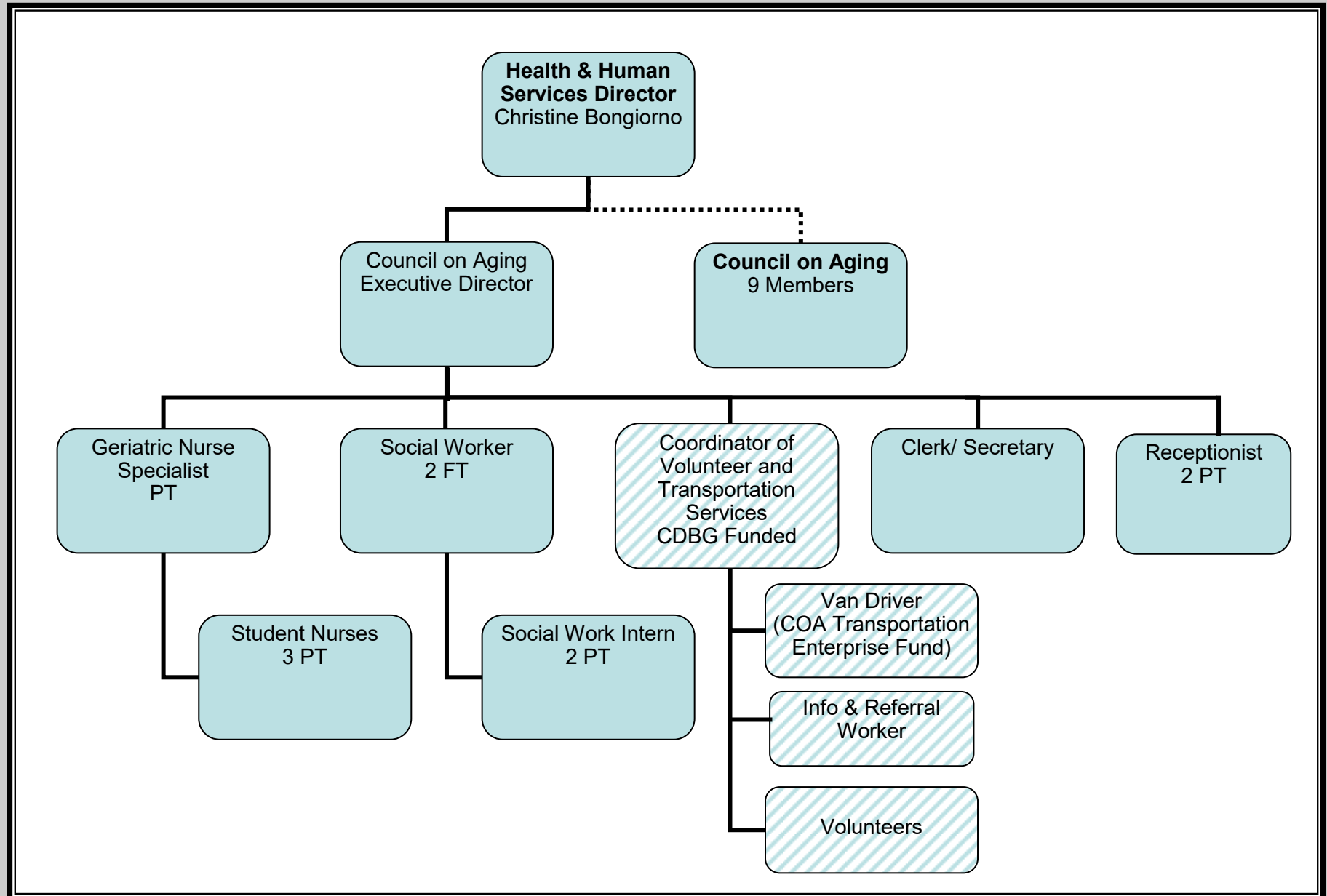


Major Accomplishments for 2019

- Identified and secured several Arlington locations for Senior Center programs during anticipated renovation, including Arlington Seniors Association programs, and Minuteman Senior Services Meals on Wheels program:
 - Arlington Town Hall
 - Church of Christ
 - Robbins Library
 - Sunrise
 - Whittemore-Robbins House
 - Brightview Arlington
 - Regent Theater
 - St. Camillus Church
 - Unitarian Universalist Church
- Created and distributed survey for Phase 1 of the World Health Organization's Age Friendly initiative with 563 surveys returned.
- Kicked off the capital campaign to raise funds for the Senior Center renovation and approved renaming of the Senior Center to the Arlington Community Center. As of March 2020, the campaign has raised \$125,338.
- Organized and implemented the Arlington for All Ages 5k Race with 362 runners and 58 volunteers. Funds raised from the event will be donated to the Arlington Community Center renovation capital campaign.
- Successfully placed 20 Senior Work Off participants, five Harry Barber participants, and one Veteran participant working within town departments completing over 3,500 hours of service.
- Increased the volunteer base by an additional 40 new individuals. Volunteers assisted older residents with medical rides, conducted friendly visits, and coordinated special events, programs, and activities.
- Collaborated with AARP to provide free, federal and state tax preparation at the Arlington Senior Center to 315 residents who make a low income.
- Collaborated with Police and Fire on several programs such as the Elder Abuse Awareness panel and "Meet the Chiefs" events. These popular events were attended by over 150 seniors. The COA now has a section in the monthly newsletter with notes from the Police Department.
- "Warm Wishes" program provided 75 seniors with a bag full of everyday essentials and a gift card during the winter holiday season.

Major Accomplishments for 2019 (cont.)

- Increased the intergenerational participation through the Dallin School's contribution to the toiletry drives for items not covered by the Supplemental Nutrition Assistance Program (SNAP).
- Established a partnership with the American Parkinson Disease Association to host a monthly support group by the COA nurse. This partnership provides access to specialists in the field and reimbursement of costs.
- Maintained partnerships with the Arlington Public Library and Rainbow Commission to offer programs including REEL Queer, an Intergenerational Queer Movie Series at the Robbins Library and SAGE Table, where people who are LGBTQ+ of all different ages and their allies, learn about each other's lives and histories, and foster intergenerational community. LGBTQ+ programming has attracted residents from other communities, including Belmont and Brookline.
- Added six more volunteers to the weekly Friendly Visitor program, providing regular contact with those most isolated.
- Provided organic, local fresh produce to 70 senior residents for 20 weeks through a partnership with Lahey Hospital and their Farm Share Program.
- Collaborated with Arlington EATS and Greater Boston Food Bank to bring 30 pounds of free groceries on a monthly basis to 75 Arlington residents who make a low income.
- Piloted Market Basket weekly shopping program to help seniors lower their food costs. The COA takes up to 16 people each week.
- Enrolled 33 residents in the Supplemental Nutrition Assistance Program (SNAP), reducing the number of eligible residents who were unenrolled.
- Partnered with Minuteman Senior Services to identify 68 seniors who make a low income to participate in a federally-funded Farmer's Market Coupon program. Coupons were exchanged for locally-grown produce at the Arlington Farmer's Market.
- Partnered with Food Link for a 3-month pilot to provide free weekly produce to 50 seniors who make a low income.
- Organized 65 volunteers to deliver 122 hot turkey dinners on Thanksgiving Day to older, home-bound residents that are alone on Thanksgiving.
- Assisted 69 Arlington residents with federal fuel assistance programs.





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NON-DEPARTMENTAL

RETIREMENT • INSURANCE



Program Description

The Arlington Retirement Board is an autonomous 5-person board which oversees the Town pension system under Massachusetts General Law, Chapter 32. Members of the Arlington Contributory Retirement System are active employees for the Town of Arlington, and the Arlington Housing Authority, who qualify for membership and retired employees who have fulfilled the requirements to be eligible to retire and have retired.

The Retirement Office is responsible for processing retirement and disability applications, a monthly retiree payroll, processing of refunds and transfers of annuity savings accounts, employee estimates of potential future benefits and the accounting for expenses, members' deductions and investment activities for the system as mandated by the Public Employees Retirement Administration Commission guidelines.

Non-Contributory Retirees are living retirees or survivors of retirees who had municipal employment that occurred prior to 1939, and are not members of the Arlington Contributory Retirement System. The Non-Contributory Retirees payroll and appropriation are under the jurisdiction of the Town of Arlington.

PROGRAM COSTS

	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Pensions				
Personnel Services	-	-		
Non-Contributory	16,010	18,468	18,468	
Contributory	11,887,479	12,543,872	13,246,911	
Total	11,903,489	12,562,340	13,265,379	-

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY19 Estimated	FY20 Estimated
Pensions				
Contributory Enrollees				
Active Employees	756	814	808	808
Retired Employees	601	603	603	603
Non-Contributory Enrollees	1	1	1	1

Budget Statement

The FY2021 Town total pension appropriation increased by \$703,039 over FY2020. The Non-Contributory portion of the budget for FY2021 is at \$18,468 with one Non-Contributory Retiree, a former employees or surviving spouse who worked for the town before 1939 and who therefore never contributed to the Town retirement system but nevertheless receives retirement benefits.



Retirement Board

Ida Cody, Ex Officio
Kenneth Hughes, Chair
Robert Jefferson
Richard Keshian
Kenneth Steele

Retirement Administrator

Richard Greco

Assistant Retirement Administrator



Program Description

The insurance budget comprises the cost of providing the following coverage:

- **Health** insurance for town and school active and retired employees.
- **Life** insurance is required to be provided to all employees in the amount of \$10,000 which is split 50% town funded and 50% employee funded.
- **Medicare** costs are the federally required 1.45% of the salary of all employees hired after April 1986. Employees must also contribute 1.45% of their salary.
- **Indemnity** insurance includes property insurance and automobile insurance coverage. Property insurance is provided for all of the town and school buildings and those that are rented are covered for general liability. Automobile insurance is required for all the town and school vehicles.
- **Public Official Liability** insurance covers all public officials, who in the performance of their official duties, may be sued for those actions.
- **Unemployment** insurance is paid for the actual employees who have been laid off from their positions. Unlike private employers, the town does not pay a premium. The Town hires an outside firm to closely monitor our claims and to appeal any irregularities.
- **Workers' Compensation** covers the costs of employees injured as a result of their employment.
- **The Flexible Benefit Plan** is a Section 125 plan which is provided to the employees for dependent care and health care costs not provided through health insurance coverage. Employees contribute tax free to this plan through payroll deductions. This budget pays for the administration of that plan.

Budget Statement

Due to years of school enrollment increases and corresponding hires of school staff the number of those enrolled in our health plans has increased significantly. For FY2021 we are projecting a 5.7% increase in our Group Health request.

FY2021 Objectives

- Work with Union and Retiree Leadership to make an informed decision on the question of whether or not the Town continues to get health insurance through the Group Insurance Commission.
- Seek new ways to entice employees into the Town's life insurance programs in an effort to stabilize rates.
- Continue to enhance the new First Point of Medical Contact Program for work-related injuries, saving time and costs in the medical treatment of our employees.
- Review the structure of and continue to offer an opt out program for employees and retirees, which is now utilized by 70 subscribers, thereby providing the Town significant savings.

PROGRAM COSTS

Insurance	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Group Life	76,211	86,230	90,542	
Group Health	14,454,558	15,859,137	16,762,497	
Unemployment Ins.	72,433	150,000	150,000	
Medicare Payroll Tax	1,209,887	1,358,923	1,415,143	
Property Insurance	283,544	297,443	297,443	
Officials Liability	53,855	55,000	55,000	
Workers' Compensation	536,418	540,000	540,000	
Flexible Benefit Plan	38,643	33,000	38,880	
Medicare Penalty	14,377	18,000	18,000	
Opt Out Program	211,533	217,996	219,997	
Total	16,951,458	18,615,729	19,587,502	-



Major Accomplishments for 2019

- Successfully navigated two IRS audits of the Town's Affordable Care filings and met all filing deadlines for the current year.
- Implemented redundancies to ensure health insurance rolls are closely monitored and audited to protect against revenue loss.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Health & Life Insurance				
Health Insurance Contracts Managed	1,923	1,910	1,930	1,981
Life Insurance Contracts Managed	985	976	980	976
Life Insurance Claims Processed	36	27	20	28



Program Description

The Health Insurance budget provides for the Town's portion of the cost for providing health insurance benefits to all town employees, retirees and surviving spouses. The Town is a member of the Commonwealth's Group Insurance Commission, and therefore Town employees are enrolled in the same health plans as all state employees. The Town pays differing contribution splits based upon plan selection, as demonstrated below.*

Indemnity Plans (75% employer /25% employee):

Unicare State Indemnity Plan Basic with CIC
Unicare State Indemnity Plan Basic without CIC

HMO Plans (85/15% employees and retirees w/o Medicare):

Fallon Community Health Plan Direct Care
Fallon Community Health Plan Select Care
Harvard Pilgrim Primary Choice Plan
Health New England
Neighborhood Health Plan
Tufts Health Plan Spirit

PPO/POS Plans (80/20% employees and retirees w/o Medicare)

Harvard Pilgrim Independence Plan
Tufts Health Plan Navigator
Unicare State Indemnity Plan/Community Choice
Unicare State Indemnity Plan/PLUS

Medicare Extension Plans:

Harvard Pilgrim Medicare Enhance (75/25%)
Health New England MedPlus (75/25%)
Tufts Health Plan Medicare Complement (75/25%)
Tufts Health Plan Medicare Preferred (85/15%)
Unicare State Indemnity Plan/Medicare Ext. with CIC (75/25%)
Unicare State Indemnity Plan/Medicare Ext. without CIC (75/25%)

Dental Plan:

Delta Dental - Two levels of plan offerings – these plans are paid 100% by the employee.

*Employees hired after December 1, 2011 are required to pay 25% toward the cost of their plan. Surviving spouses pay 50%.

Budget Statement

FY2021 will be the ninth full fiscal year that Arlington has received its health insurance through the Commonwealth's Group Insurance Commission (GIC). In June of 2022 the Town will be up for renewal with the GIC. This means that we will soon be requesting data from the GIC on the claims experience of the Town in order to solicit quotations from other health insurance carriers. We will be meeting with Union and Retiree Leadership in the summer of 2021 to weigh our options and make a determination on whether or not remaining in the GIC is the best decision for the Town.

FY2021 Objectives

- Strategize and implement new ways to provide excellent customer service to employees and retirees in Group Health Commission health plans through information and education.
- Continue to partner with Retiree and Union Leadership to keep abreast of changes make informed decisions about health care options.

Major Accomplishments for 2019

- Successfully teamed with the School Human Resources staff on the administration of benefit plans and auditing practices ensuring fair and consistent treatment of employees.
- The Department partnered with the School Human Resources team and Payroll Department to further refine its data and streamline administration of Affordable Care Act reporting requirements.



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SECTION V

ENTERPRISE FUNDS



ENTERPRISE FUNDS

WATER/SEWER • RECREATION • ED BURNS ARENA •
COUNCIL ON AGING TRANSPORTATION •
YOUTH SERVICES



Program Description

The Water and Sewer Division maintains the Town's water distribution system and the sewer collection system. The work involves maintenance and repairs on roughly 130 miles of water mains and 117 miles of sewer mains. Deteriorating and broken pipes are fixed, sewer mains are flushed, hydrants are maintained and flushed, and just under 13,000 meters are billed quarterly.

Water Treatment and supply, as well as sewer treatment, is provided by the MWRA and the Director maintains a voting position on the Advisory Board. User fees support the majority of the Water / Sewer budget with the balance of \$5.59 million coming from the property taxes.

Budget Statement

The FY21 Budget assumes a 17.2% water rate increase and a 16.0% sewer rate increase.

The request for the Water/Sewer budget is up by \$611,591. The large portion of this is driven by an increase in MWRA Assessment costs of \$541,594. The Department Personnel Services Budget increases by \$125,955 due primarily to contractual changes in the Town's pay plan resulting from Collective Bargaining negotiations.

Capital and Debt costs are reduced \$211,704. The decrease is due to fewer vehicles purchases required in FY21.

Beginning in FY21, the Select Board has decided to phase out the shift of funds from the General Fund to the Enterprise Fund, which had been done in years past to lower the Water/Sewer Rates and shift costs to the local real estate tax rate, which at the time was deductible on Federal Taxes and is not any longer.

\$5,593,112 will be shifted in equal increments over the next three years. This move will increase Water and Sewer Rates for FY21, FY22, and FY23.

FY2021 Objectives

- Continued replacement of all water meters older than 15 years (accounts for greater than 80% of meters in Town). Remaining accounts to be replaced are those with non-responsive property owners.
- Roll out year one of 3 year program for replacement of current outdated automatic meter reading system.

PROGRAM COSTS

Water/Sewer Enterprise Fund	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	2,319,543	2,408,112	2,534,067	
Expenses	3,177,346	3,356,651	3,511,397	
MWRA Assessment	13,973,933	14,342,325	14,883,919	
Capital Expenses	1,867,094	2,239,399	2,027,695	
Total	21,337,916	22,346,487	22,957,078	-

STAFFING

Water/Sewer Enterprise Fund	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	2	1	1	
Professional/Technical	1.3	3	3	
Public Works	12	12	12	
Total	16.3	17	17	

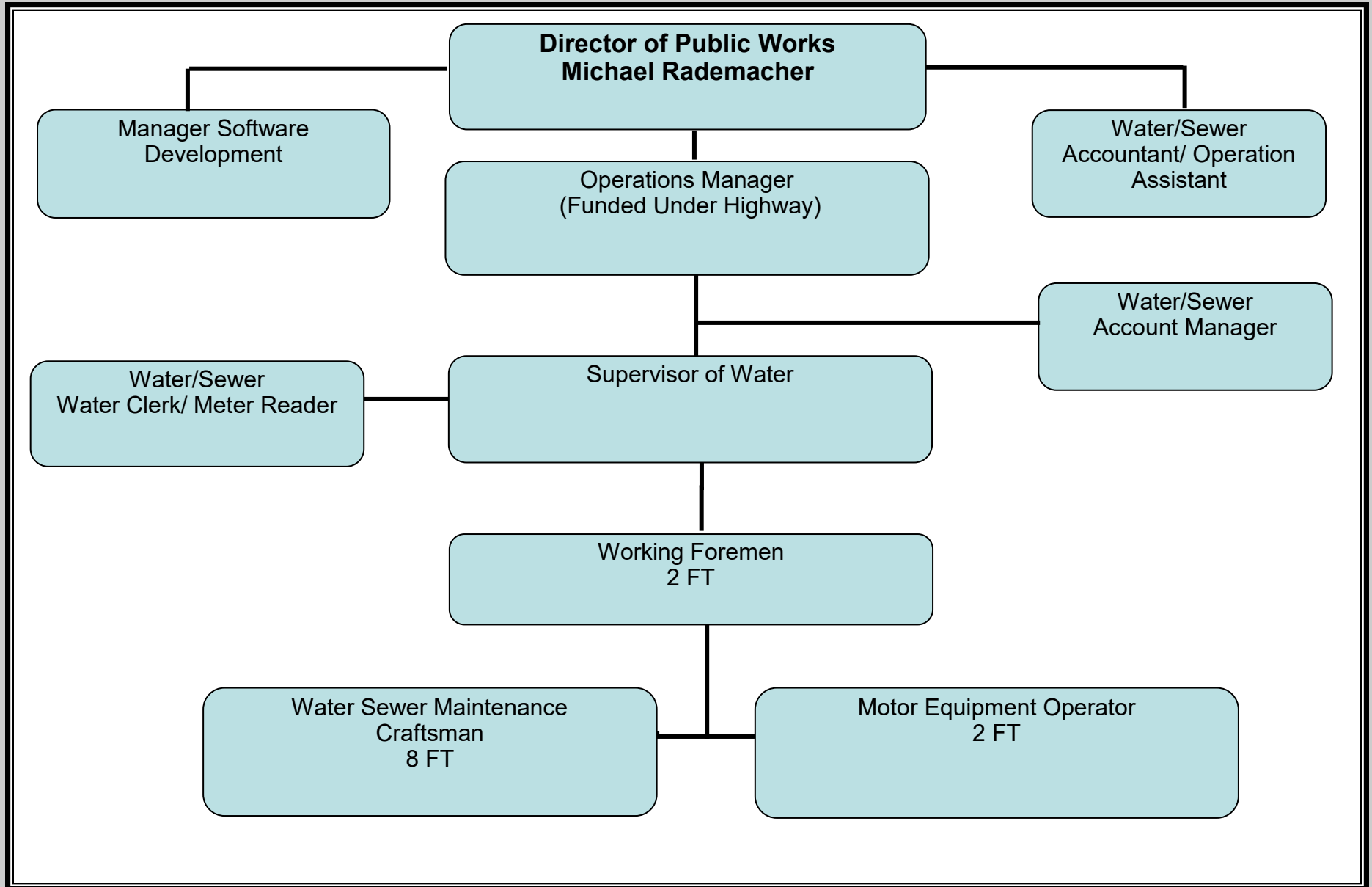


Major Accomplishments for 2019

- Replaced 1,423 water meters.
- Provided water use data to the Town Treasurer for billing while changing out meters and electronic reporting equipment.
- Repaired water main leaks at 40 locations.
- Repaired water service lines at 34 locations.
- Replaced 10 hydrants.
- Flushed over 187 locations to clear blockages from sewer mains and services.
- Sampled 14 locations weekly for water quality.
- Provided over 547 mark outs for underground excavation work.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Water/Sewer Enterprise				
Water Meters Read	12,685	12,658	12,585	12,585
Repair Water Main Leak/Break	81	60	40	40
Repair Water Service Leak	60	48	34	50
Repair or Install Meter	2,447	2,828	1,423	750
Repair or Install Hydrant	18	32	10	40
Catch Basins Cleaned	25	20	32	25
Flush a Sewer Back-Up	88	47	39	50
Replace or Install Sewer Pipe	50	66	30	40
Flush a Sewer Main	56	156	148	100
Excavation Mark outs	418	515	547	550
Water Quality Test Sites	14	14	14	14
Water Mains - miles	131	131	131	131
Sewer Main - miles	117	117	117	117
Sewer Pump Stations	9	9	9	9
Fire Hydrants	1,414	1,414	1,414	1,414





Program Description

Arlington Recreation, a self-sustaining department of the Town of Arlington, is proud to offer safe, quality and affordable recreational programs and facilities for citizens of all ages and abilities. The primary responsibilities of the department are to plan, coordinate, and supervise year-round recreation and leisure programs. The department rents several spaces in town including school gymnasiums, school classrooms, town meeting spaces and a commercial storefront for programming. The department continually looks for additional spaces to offer programs, community events, and child care options for the residents of Arlington. The Recreation Department operates and manages the Reservoir Beach, Ed Burns Arena, North Union Spray Park, and Thorndike Off-leash Recreation Area. The Recreation Department oversees the permitting of all parks and playgrounds as well as manages all capital projects in town under the Park and Recreation Commission's jurisdiction. The department saw several position changes in 2019 including a new Assistant Director, Assistant Afterschool Director, and many seasonal positions.

The department is continuing the process of understanding the indoor and outdoor space needs of the community. The department is continuing to work on the indoor space study, while the outdoor space study has been placed on hold while the AHS Building Project is underway. The School Department has provided space for the department to continue offering after school programming at the Gibbs School, however, the department may need to look for other possible options for the Kid Care programs due to the change in the start and end times at the Middle and High School. Addressing the growing demands for both indoor and outdoor space continues to be a top priority for the Department.

The Department has been working to address updates to the playgrounds in town working with both Public Works and Facilities. With close to 30 playgrounds in town, there is a need to address the aging playgrounds. The Park and Recreation Commission prioritized replacing at least one playground per year in the latest 5 year projection. The Department will continue to reach out to the many residents that volunteer their time annually to assist in cleanups and minor park improvements. The department is grateful for the continued cooperation received from the Public Works and the Facilities Departments in their efforts to improve the conditions at the fields and parks in town.

Budget Statement

Overall the FY2021 budget will be a level-service budget.

Recreation Enterprise Fund	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	745,151	862,595	870,342	
Expenses	814,821	1,023,102	1,063,861	
Total	1,559,972	1,885,697	1,934,203	-

STAFFING				
Recreation Enterprise Fund	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	0.8	0.8	0.8	
Clerical	1.3	1.3	1.3	
Professional/Technical	5.4	5.4	5.2	
Custodial/Bldg. Maint.	0.2	0.2	0.2	
Total	7.7	7.7	7.51	

**FY2021 Objectives**

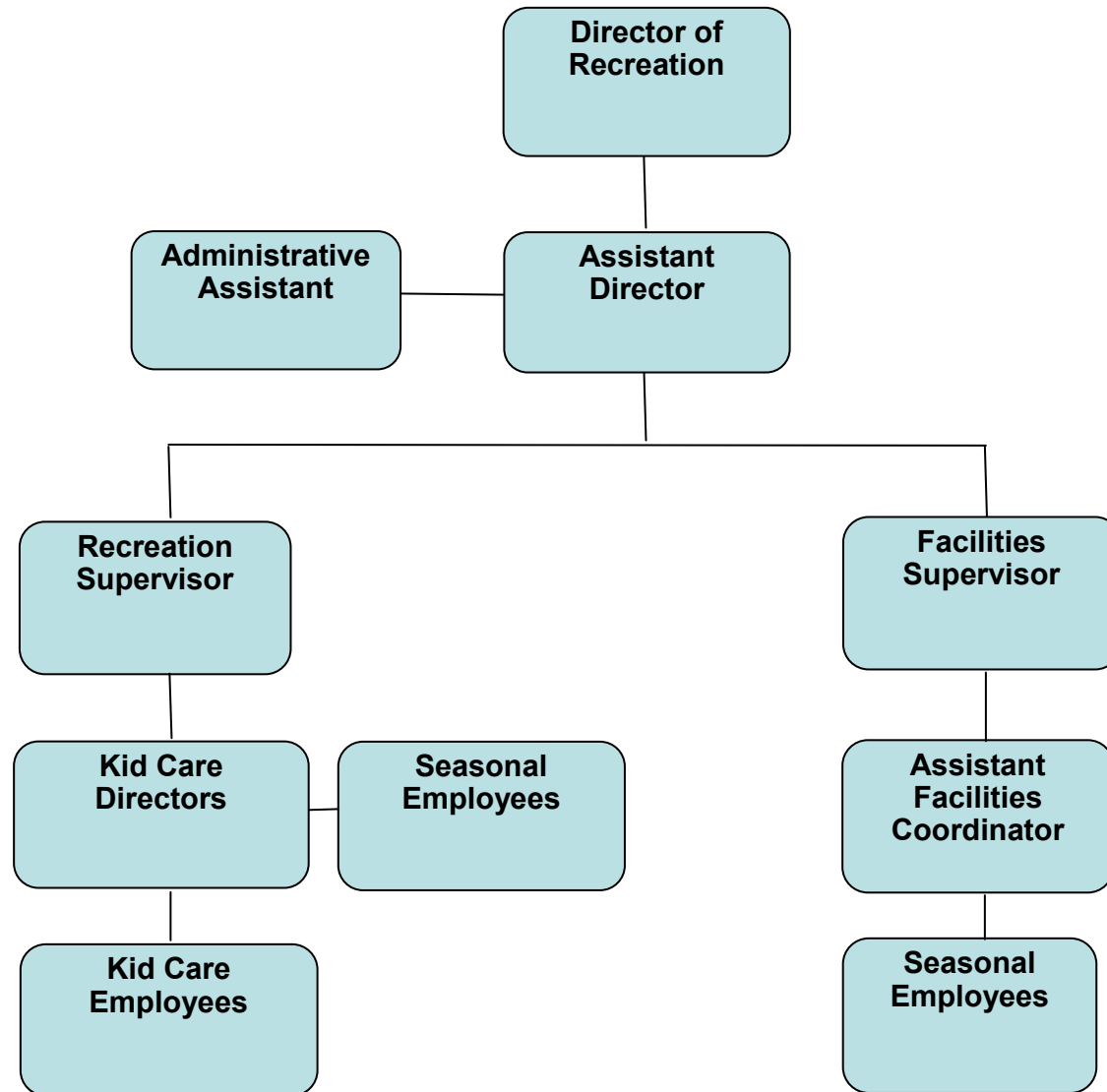
- Complete the Reservoir Phase 1 and Phase 2 projects.
- Complete the North Union/Lussiano Playground Project.
- Continue to work on an indoor space feasibility study to analyze community needs and direct future planning efforts.
- Work with the public schools to allocate field space fairly as the AHS Building Project will bring more users onto the Town's fields.
- Locate an alternative location to house our Kid Care Afterschool and Preschool programs.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Recreation				
Participants:				
Fall	1,055	1,300	1,042	1,032
Winter	2,354	2,525	2,387	2,411
Spring	1,840	2,223	1,306	1,293
Summer	3,600	3,197	2,807	2,835
Reservoir Tags:				
Adult Resident	215	132	142	143
Child Resident	198	153	126	127
Senior Citizen	53	56	42	42
Resident Family	272	892	712	719
Resident Family Plus 1	66	290	195	197
TOTAL Tags:	804	1,523	1,217	1,229
Reservoir Day Passes:	11,782	9,239	9,775	9,873

Major Accomplishments for 2019

- Completed Playground Study for the Town's playgrounds
- High water quality allowed the Reservoir Beach to stay open all season.
- Wellington Park Project leveraged several funding sources: Town Community Development Block Grant (CDBG), Community Preservation Act (CPA) funding, and Massachusetts Municipal Vulnerability Preparedness funding. Phases 1 and 2 removed invasive species, built an ADA-compliant boardwalk along the Mill Brook, installed native plantings, and built a restored flood storage channel to demonstrate the ecological value of habitat restoration. There is one final phase before final completion, which will add more park amenities, install more native plantings, and install stormwater management infrastructure.
- Spy Pond Park Project leveraged: Town Community Development Block Grant (CDBG), Community Preservation Act (CPA) funding, Recreation ADA funding, Land and Water Conservation Fund grant funding, Judy Record Fund funding, and private donations. The project cleared invasive species along the banks, installed native plantings, stabilized banks to prevent erosion, made the path along Spy Pond ADA-compliant with a pervious surfacing to allow for critical drainage, and constructed a new overlook. This project is complete.





Program Description

The Ed Burns Arena is a self-sustaining division of the Town of Arlington Recreation Department. The Ed Burns Arena is an indoor ice facility located at 422 Summer Street in Arlington. The facility includes a regulation size rink of 85' x 197' with spectator seating for 1,000 people. Amenities at the rink during the months of November to March include snack bar & concession services, vending machines, skate rentals, skate sharpening, and team locker rooms. The Ed Burns Arena is open to the public for skating during the months of August through April. Along with seasonal skating opportunities for the public, many school-sponsored hockey programs and events as well as private hockey leagues use the rink.

The Department had several staffing changes with both full-time and part-time positions, including a new Assistant Facilities Coordinator. The Department is working on strategies to increase usage during the off-season when the ice is removed. Programs currently offered in the off-season include "Walk the Rink" and hourly rentals. This summer the Department will be working on creating a Floor Hockey League.

Budget Statement

The overall budget for FY2021 will be a level service budget.

The Recreation Department will continue to evaluate the services at the rink and look to implement changes to help increase usage throughout the year.

FY2021 Objectives

- Improve marketing of ice rentals, focusing on open time slots earlier in the season and those not historically rented.
- Offer themed public skating, specialty hockey events, and skating camps to address the bookends of the season. Work to include charity events, broomball, and other non-traditional ice skating.
- Implement more off-ice programs and rentals during the off-season.
- Implement required ADA upgrades to the entrance, bathroom and shower facilities, and concession areas.

PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	212,243	275,678	277,859	
Expenses	382,116	380,644	342,505	
Total	594,359	656,322	620,364	-

STAFFING

Ed Burns Arena Enterprise Fund	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	0.2	0.2	0.2	
Clerical	0.7	0.7	0.7	
Professional/Technical	1.2	1.2	1.2	
Custodial/Bldg. Maint.	0.8	0.8	0.8	
Total	2.9	2.9	2.9	



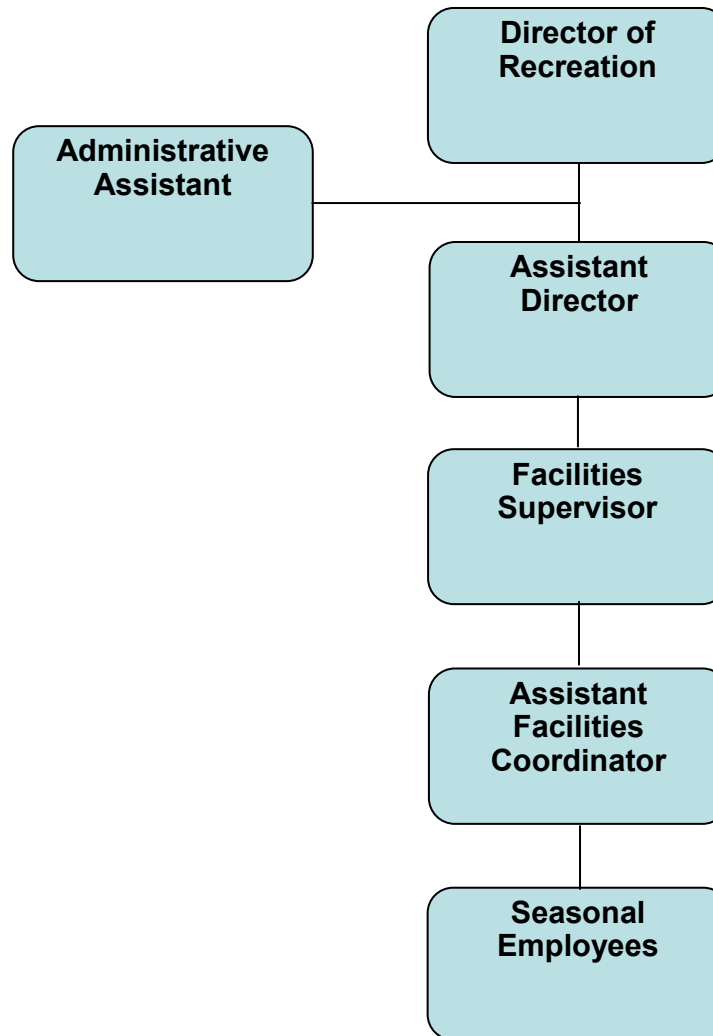
Major Accomplishments for 2019

- Renovated the concession stand before the start of the 2018-19 season providing needed updates to food service equipment.
- Completed ADA feasibility work to identify the highest priorities at the rink.
- Successfully hosted the First Annual Paint-the-Ice Party.

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Ed Burns Arena				
Ice Rental Hours	*1,795	*1,643	1,559	1,575
Adults	4,805	5,730	4,581	4,627
Children/ Seniors	6,288	6,623	6,732	6,799
Public Skating Passes:				
Adults	65	55	34	34
Children/ Seniors	110	86	61	60
Skate Rentals	3,386	4,106	3,405	3,439
Skate Sharpening	528	636	352	348
Skate Sharpening Passes	11	5	2	2
Stick and Puck	1,425	1,469	1,102	1,091

*Previously 50 minute ice counted as (.60) now counted as (.50)





Program Description

The Council on Aging (COA) Transportation Program was established as a Town Enterprise Fund in 1988. Its purpose is to provide affordable transportation for Arlington seniors. The agency's lift-equipped vans are acquired through the State Department of Transportation, Mobility Assistance Grants.

Keeping non-driving Arlington seniors in the community requires identifying methods of transportation that allows them to remain independent and actively engaged in Arlington. Many seniors are not able to walk to or stand at bus stops, which therefore highlights the critical need for a curb-to-curb transportation program as run through the Council on Aging.

The goal is also to reduce barriers to medical treatment, and the COA vans provide medical rides to out-of-area hospitals such as Lahey Burlington, Mt. Auburn Hospital, Winchester Hospital, Cambridge Hospital, and others. The Medical Escort Program is volunteer-based to provide rides to Boston based medical facilities. The COA Transportation Program also manages a Dial-A-Ride Taxi Program, which provides Arlington residents over age 60 with low-cost taxi rides around town and most recently, initiated a partnership with UBER.

Budget Statement

As an Enterprise Fund, the COA Transportation Program must generate sufficient revenues to meet its program expenses. Program expenses include administrative costs for supervision, driver pay, mandatory training, taxi program expenses, gas, and vehicle repair.

Program revenues are generated through rider fees, Community Development Block Grant (CDBG) funding, a generous grant from the Symmes Medical Use Nonprofit Corporation, as well as funding from the Elizabeth and George L. Sanborn Foundation for the Treatment and Cure of Cancer, Inc. The Council on Aging must continually seek revenue from riders and non-municipal resources in order to continue to offer a low cost transportation option for Arlington residents age 60 and over.

The COA Transportation Department has a high percentage of fixed costs creating the need to look beyond rider fees to generate sufficient revenue to support the operations. The program welcomes the support of individuals and groups to support this valuable program.

The budget is presented to more accurately reflect the challenges of revenue over expense. The COA Transportation Program utilizes a family of transportation services, including volunteer drivers. All riders have an associate fee for service. The division continues to seek out additional funding to cover the cost of providing low cost transportation to seniors.

As approved by Town Meeting, due to the passage of the Proposition 2 1/2 override, beginning in FY2020 the Council on Aging Transportation budget was increased by \$50,000 to support mobility for all residents, including making Arlington an Age-Friendly Community.

PROGRAM COSTS

Council on Aging Transportation	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	61,147	113,907	120,953	
Expenses	12,026	29,000	19,000	
Total	73,173	142,907	139,953	-

STAFFING

Council on Aging Transportation	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	0	0	0	
Clerical	0.60	0.80	0.80	
Transportation Drivers	0	0	0	
Total	0.60	0.80	0.80	



FY2021 Objectives

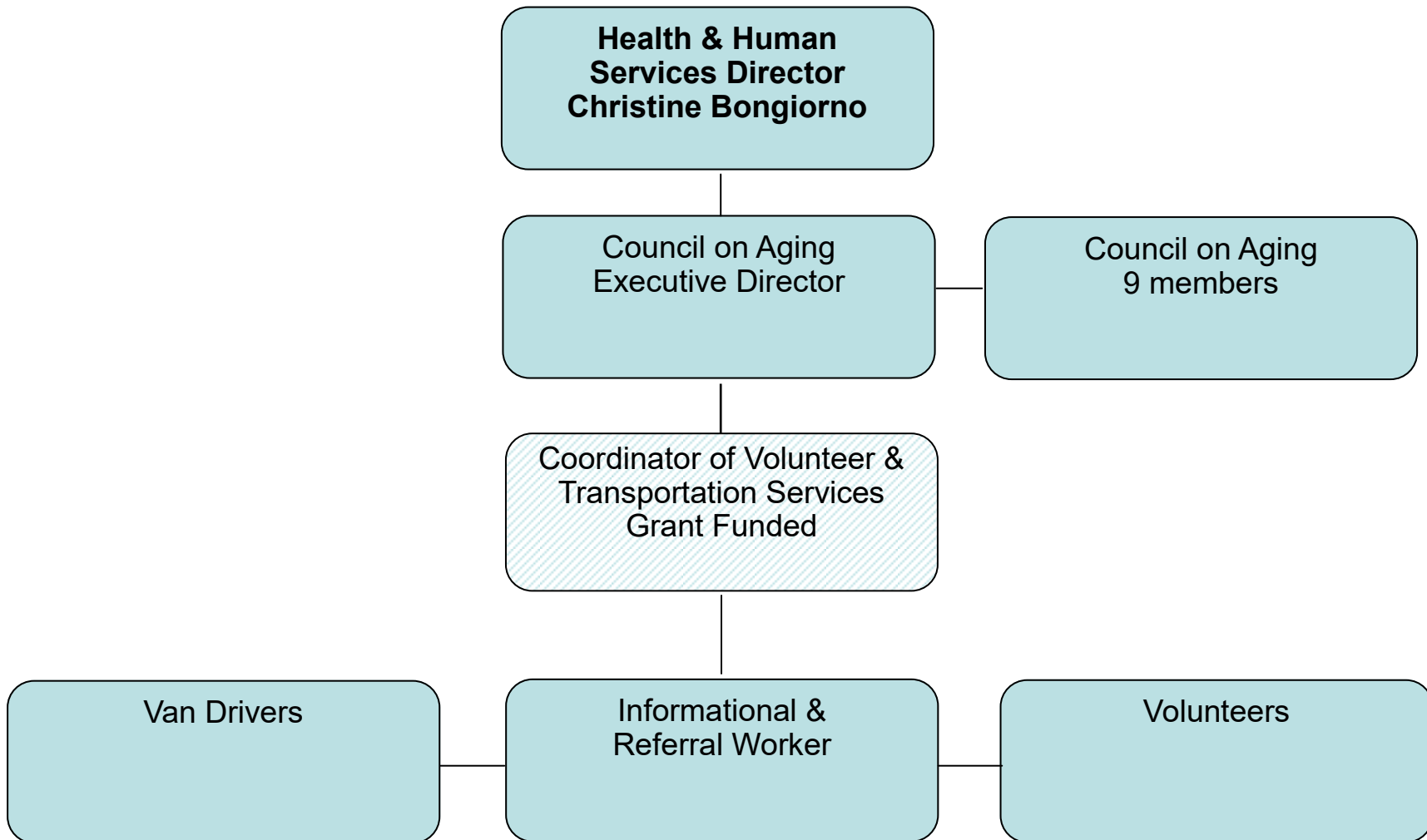
- Continue to identify low-cost transportation options through participation in MASS DOT regional meetings, and participation in the Arlington Sustainable Transportation Advisory Committee.
- Add at least three additional volunteer drivers to the Medical Escort program.
- Develop additional “seasonal” transportation programs similar to the Walk the Mall and Seasonal Shopping programs.
- Host two Transportation Information Sessions at the Arlington Recreation Department and the community room at the Visiting Nurse and Community Care, which are new programming sites.
- Continue to reevaluate the Senior Center transportation programs to increase the number of new riders through focus groups conducted by the Age-Friendly Initiative coalition.
- Continue to seek additional funding sources through charitable foundations focusing on reducing isolation as a health determinate factor.

Performance / Workload Indicators

Council on Aging Transportation Fund	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Annual number - one way rides	7,856	8,080	9,800	10,000
Taxi rides	2,197	1,834	2,414	2,277

Major Accomplishments for 2019

- Received an \$11,000 grant from Lahey Hospital to offer free van service within Arlington to all age 60+ residents who live at Arlington Housing Authority properties. The new service increased ridership from senior housing by 20%.
- Through education and outreach, provided 1,000 more rides in the transportation program for seniors to the Center, medical appointments, and errands.
- Hired an additional van driver, allowing for one additional day and two additional half days of service, providing an average of 30 more van rides per week.
- Launched ride share options using Uber Central for ages 60+ residents of Arlington to medical appointments. Riders were not required to have a cell phone.
- Sponsored an MBTA Senior Charlie Card Event for 69 seniors.
- Encouraged independent use of ride sharing apps such as Uber and Lyft through training and education, including hosting a hands-on seminar put on by Transportation Resources, Information, Planning and Partnerships for Seniors (TRIPPS), a local organization helping older adults learn how to use and manipulate rideshare apps of Uber and Lyft.
- Completed a 12 week pilot for van transportation to the “Walk the Mall,” program, providing round trip rides for exercise, socialization, shopping and blood pressure checks at the Burlington Mall weekly from January through March.
- Launched weekly pilot for van transportation to Market Basket for grocery shopping in addition to local Arlington stores.
- Launched weekly pilot for van transportation to Target for riders to complete holiday shopping during the month of December.
- Distributed transportation program information via door hangers to 600 units in senior housing buildings.
- Added four new medical escort volunteers to meet the growing need for medical rides outside of Arlington.
- Coordinated efforts with the Elks Lodge to provide transportation for Arlington seniors to the annual congregate meal hosted by the Elks.





Program Description

The Arlington Youth Counseling Center (AYCC) is a community-based and DPH-licensed mental health center serving Arlington youth (ages 3-21) and their families. AYCC is the leading provider of all outpatient and school-based child and adolescent mental health services in Arlington and is one of the only providers in the area that accepts youth with public health insurance. AYCC is committed to ensuring that all community youth and families have access to necessary mental health counseling and medication treatment, regardless of their ability to pay. AYCC provides thousands of dollars of free and reduced-fee care to families who are uninsured, under-insured, or who otherwise cannot afford the cost of deductibles and copays. In addition to individual, group, and family counseling, psychiatric evaluation, and medication management, AYCC runs support groups for survivors of domestic violence and offers community resource support and case management services to Arlington residents with basic resource needs.

Budget Statement

The proposed FY21 budget for the Arlington Youth Counseling Center's (AYCC) enterprise fund reflects an anticipated increase of \$87,481 over FY20. Personnel costs constitute the largest increase in expenses due to step and cost of living increases, as well as the addition of two positions, the Community Resource Specialist and the Case Manager/Homeless Outreach Worker. The Community Resource Specialist position was previously funded through a grant, while the Case Manager/Homeless Outreach Worker is a new Town position. Funding for the Case Manager/Homeless Outreach Worker will be shared by the Arlington Police Department (.75FTE) and AYCC (.25FTE).

To offset the increased personnel expenses for FY21, AYCC anticipates generating additional revenues through medical insurance reimbursements and gifts and donations, while maintaining current funding levels from the State Department of Mental Health and intergovernmental contracts. Revenue from client copayments has declined in recent years due to a greater percentage of clients enrolled in public insurance, and others receiving grant funding from AYCC.

STAFFING

Youth Counseling Center Enterprise Fund	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Managerial	1	1	1	
Clerical	1	1	1	
School Counselor	0.57	0.86	0.86	
Professional/Technical	2.1	2.1	3.2	
Total	4.68	4.97	6.02	

PROGRAM COSTS

Youth Counseling Center Enterprise Fund	FY2019 Actual	FY2020 Budget	FY2021 Request	FY2021 Town Mtg.
Personnel Services	409,133	447,658	532,139	
Expenses	256,618	292,700	295,700	
Total	665,751	740,358	827,839	-

Performance / Workload Indicators

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated
Youth Services				
Counseling hours	5,461	6,070	5,671	6,200
Clients	337	340	350	360
Group Sessions Conducted	88	30	53	50
First Step Group	52	52	50	50



Major Accomplishments for 2019

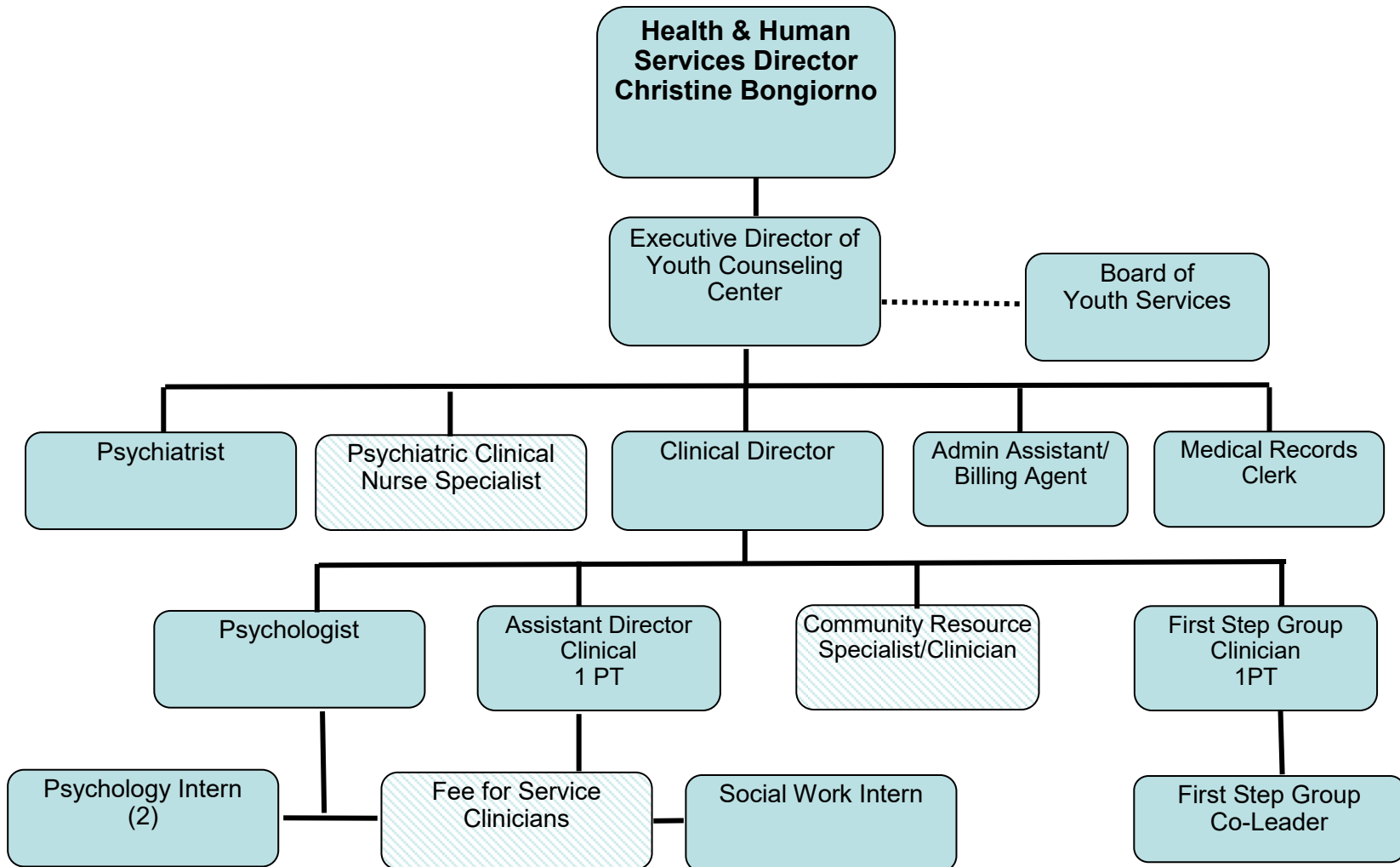
- Conducted over 5,671 counseling and medication treatment sessions to 350 clients, including more than 122 new clients.
- Provided school-based counseling services and clinical consultation in all of the Arlington Public Schools, including the new Gibbs School. More than 65 APS students, from kindergarten to 12th grade, engaged in individual and/or group counseling at school through AYCC.
- Conducted 53 group counseling sessions at the Ottoson Middle School and the Gibbs School for students experiencing depression and anxiety, and for students in need of developing social skills.
- Facilitated 50 therapeutic groups for survivors of domestic violence, and strengthened First Step's partnership with Reach Beyond Domestic Violence to improve the referral process for comprehensive domestic violence prevention and intervention services.
- Participated in Arlington High School's Wellness Day; AYCC clinicians conducted workshops titled "Teen Mental Health, Stigma and the Media" and "Anxiety: The Body and the Brain."
- Partnered with the Board of Youth Services to host two community forums: "UNSTUCK: An OCD Kids Movie" film screening and panel discussion, and "Understanding Teen Depression" a clinical presentation and youth panel discussion.
- Renovated third floor therapy rooms in the Whittemore Robbins House to create a more welcoming, organized, and therapeutic environment for clients. Renovations included replacing overhead lighting, painting the rooms, hallways, and bathroom, replacing worn furniture and installing new organizational units, and updating toys and other therapeutic supplies.
- Completed agency-wide migration to eHana, an online electronic medical records system specifically designed for behavioral health services.
- In partnership with the local Community Health Network Area (CHNA17), hosted a full-day Cultural Humility training. Seven AYCC clinicians were among the attendees of the training.
- Received a \$100,000 grant from the Cummings Foundation to support child and adolescent psychiatric services at AYCC. AYCC was one of 100 Greater Boston area charities to receive the Cummings 100K for 100 Grant, which will be dispersed to AYCC over a three-year period.

Major Accomplishments for 2019 (cont.)

- Received a \$19,000 grant from the Symmes Medical Use Non Profit Corporation to support school-based counseling services.
- Raised over \$57,000 at the 8th Annual Out on the Town Gala, honoring former Arlington Police Chief Fred Ryan.

FY2021 Objectives

- Continue to provide comprehensive, high quality mental health care to community youth and families through outpatient and school-based counseling, medication treatment, clinical consultation, and case management services.
- Reduce wait time for youth and families seeking services at AYCC by recruiting new clinicians and interns, exploring alternative clinic settings to accommodate clients during peak times, and incorporating short-term counseling models, telemental health, and therapeutic groups to increase accessibility.
- Collaborate with the Board of Youth Services to explore new fundraising opportunities, including opportunities to expand fundraising potential at the annual Gala.
- Collaborate with the Board of Youth Services, the Arlington Public Schools, and other community partners to raise awareness and reduce mental health stigma through community forums, presentations, and trainings.
- Collaborate with the Arlington public schools to address issues related to mental health and racial equity.
- Continue to support professional development among AYCC clinicians by hosting in-service trainings, and by providing funding support for clinicians to attend external trainings and conferences.
- Maximize medical insurance revenue by advocating to non-participating insurance providers for agency credentialing, and negotiating reimbursements from private insurers for sessions conducted by lower-licensed and unlicensed clinicians.





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SECTION VI

CAPITAL IMPROVEMENT PROGRAM



Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Select Board, Finance Committee, and Town Meeting each year. A Capital Planning Committee (CPC) was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Committee comprises 9 members who meet between the months of September and December to review the requested capital items by all departments, boards, and committees and develop a recommended budget and plan to the Town Manager. The members include up to 5 members of the public, the Comptroller, the Treasurer/Collector, the Superintendent or her representative, and the Town Manager or his representative. The first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Five Year Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and improvement of the capital assets and infrastructure of the Town. The maintenance of infrastructure and the capital assets are of vital importance to the delivery of the quality services. The following are the objectives:

- Review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- Ensure that, given limited resources, the capital needs of the community are met.
- Present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- Ensure wider community participation in the planning of projects, reducing the pressure to fund some projects that do not present as great a need as others.
- Promote a more effective administration and coordination of capital projects to reduce scheduling problems and conflicting or overlapping projects not only among local departments, but also among other local and state agencies and private enterprises such as the gas and electric companies.

The Capital Planning Committee uses the following definitions when deciding whether a particular budget item shall be in the Capital Budget or the Operating Budget. Other communities may define these terms differently.

Capital Asset: An asset that (1) has an expected useful life of at least two years and (2) either has a unit cost of at least \$3,000 or is purchased in a program to gradually purchase a quantity of essentially identical units such that the total quantity price is over \$25,000.

Capital Improvement: An improvement to a capital asset that may reasonably be expected to either (1) adapt the capital asset to a different use or (2) appreciably lengthen the useful life of the capital asset beyond what may be expected with normal maintenance.

In reviewing the requests of the operating departments, the committee uses the following criteria for evaluation:

1. Imminent threat to the **health** and safety of citizens/property.
2. **Preservation** of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
3. Requirement of State or Federal **Law**/regulation.
4. Improvement of **infrastructure**.
5. Improvement of **productivity**.
6. **Alleviation** of an overtaxed/overburdened situation.

**The Capital Planning Process:**

The CPC receives capital budget requests from Department Heads and begins to meet and review requests in early October. The CPC members look at the Town's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to the five-year capital plan for that department. The members also tend to ask if this request reflects an interdepartmental planning effort, if the department has considered other sources of funding, or if the department has undertaken any kind of cost/benefit analysis. CPC members like to see evidence of longer-term planning for departmental needs, as well as planning for maintenance expenses and of interdepartmental cooperation. Priorities that emerge suddenly in one year with no reference in prior year requests tend to be more heavily scrutinized.

Information Technology requests are expected to have passed through the master planning process, coordinated and updated through the Information Technology Advisory Committee (ITAC). The ITAC maintains a 5 year plan for IT expenses including phones, wireless, computer systems replacement, GIS, etc. Increasingly, the CPC looks for evidence of long-term interdepartmental planning around expenditures for buildings (with the Facilities Department), playgrounds, parks and fields (with the Recreation Department). Vehicles and copiers are common requests and the CPC is interested in coordinated purchasing programs for these items.

The capital budget is prepared from a Town-wide perspective. There is no assumption of a budget quota for individual departments. CPC members look at the history of spending patterns for each department. Departments that have requested and received more money than actually required or do not spend their appropriations in a timely manner tend to be more heavily scrutinized.

The CPC members each specialize in two or three departments and meet with those department heads during the Fall. The intent of these meetings is to enable the CPC to gain a fuller understanding of the current and long-term needs of the department and the process used to determine these needs. The results of these meetings are reported back to the whole CPC and are often discussed by the group.

The CPC converts the data requests to a spreadsheet and reviews the requests in relation to their priorities, their urgency, their cost, etc. By longstanding Town policy, the sum of money available to fund the Town's Capital program is approximately five percent (5%) of the total revenue. This sum includes the debt service from prior years. Historically the CPC has received requests far exceeding this sum. Thus very difficult decisions must be made as to what projects receive funding in any given year. After considerable review, the CPC recommends a capital budget for the Town, based on advice from the Finance Committee and others about what the Town can afford. The recommendations are submitted to the Town Manager.

The Capital Budget for FY2021 and the Capital Plan for FY2021 — 2025 are presented on the following pages. The terms "Bonds," "Cash," and "Other" are used to describe the sources of funding for the capital budget and plan. "Cash" refers to those expenditures that are paid for in their entirety in the next fiscal year directly from the general fund. "Bonds" refers to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually five to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service." Typically, capital expenditures less than \$100,000 are paid for in cash, not bonded. "Other" refers to those expenditures that are financed from sources that do not arise directly from the Town's tax levy; these sources may be state or federal grants, user fees, private donations, trust funds, and other non-tax sources. The last column, "CPA," refers to those projects that are recommended for Community Preservation Act funding.

**Capital Budget FY2021 and Capital Plan FY2021-FY2025**

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2021 funding for the capital budget is as follows:

Bonding:	\$3,458,650
Cash:	\$4,329,512
Other:	\$4,015,984

Our existing non-exempt debt is \$6,426,415 which is consistent with prior debt service projections for FY2021. The total capital budget for FY2021, including debt, is estimated at \$16 million. Major projects to be funded again this fiscal year include street and sidewalk work for approximately \$2.5 million, and water and sewer work for \$2.4 million.

Design and renovation of both the Robbins and the Fox Libraries are part of the FY2021-FY2025 capital plan. Design of the Robbins Library is budgeted at \$1.15 million in FY2023 and construction at \$12M in FY2025. Design for future renovation of the Fox Library is budgeted at \$650,000 in FY2024. Both projects will leverage additional funding sources including Library Trust Funds, the Arlington Libraries Foundation, and Friends Groups.

The capital budget for FY2021 includes nearly \$850,000 in bonding for a supplement to FY2020 funding for two playgrounds as the cost of constructing the two came in well beyond their original budgets. The increased cost of construction labor and materials has forced the Capital Planning Committee begin considering how to fund the construction of playgrounds in the future as estimated costs and funding estimates are not keeping pace with construction costs.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$4.4 million of recreation, open space, and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Committee has completed its review of final applications submitted for the FY2021 funding cycle and will make recommendations for CPA funding at Town Meeting.



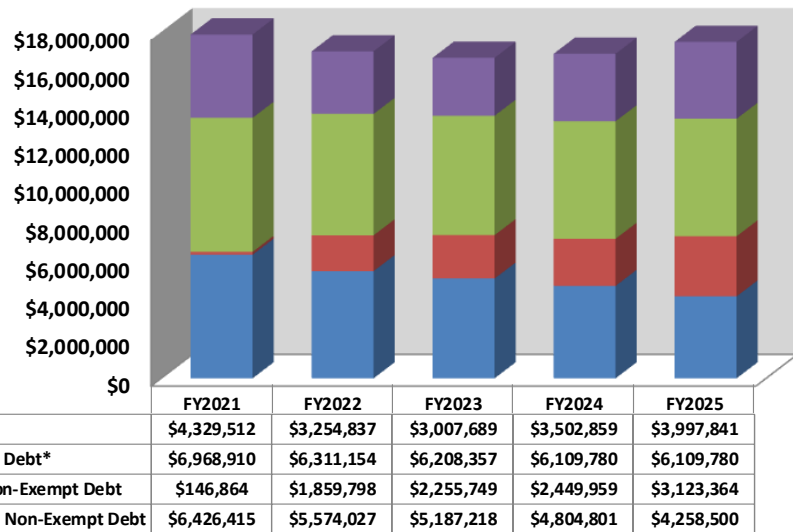
FY2021 Proposed Capital Financing Plan

Non-Exempt Debt: Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.

Exempt Debt: Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.

Enterprise Fund Debt: Debt service that is funded from Water & Sewer rates.

Capital Plan Appropriation Summary



*Exclusive of Symmes debt service FY2021-2025

FY 2021		
Acquisition Expense by Funding Source		
Cash	\$	4,329,512
Bond	\$	3,458,650
Other	\$	4,015,984
Total Acquisition Expense	\$	11,804,146
Appropriation by Use of Funds		
Water/Sewer Debt Service (voted in Water/Sewer Fund budget)		
Prior	\$	1,345,695
New	\$	300,000
Total Water/Sewer Debt Service		\$ 1,645,695
Rink Enterprise Fund Debt Service (voted in Rink Fund budget)		
Prior	\$	56,256
New	\$	2,625
Total Rink Fund Debt Service	\$	58,881
Rink Fund Debt Payment		\$ 58,881
Recreation Enterprise Fund Debt Service (voted in Recreation Fund Budget)		
Prior	\$	42,875
New	\$	6,125
Total Recreation Debt Service	\$	49,000
Recreation Fund Debt Payment		\$ 49,000
General Fund subsidy of Recreation Debt	\$	-
General Fund Debt		
Non-Exempt, Prior	\$	6,327,284
Non-Exempt, New	\$	140,739
Non-Exempt Debt Subtotal		\$ 6,468,023
Exempt Debt		\$ 6,968,910
Total General Fund Debt Appropriation		\$ 13,436,933
Transfers and other sources: Non-Exempt Debt		
Ambulance Fund	\$	37,235
Antenna Fund	\$	284,027
Urban Renewal Fund	\$	47,344
Capital Carryforwards	\$	1,097,080
Transfers and other sources Subtotal		\$ 1,468,686
Net General Fund Non-Exempt Debt Expense		\$ 5,002,337
Transfers and other sources: Exempt Debt		
Thompson School	\$	384,674
Net General Fund Exempt Debt Expense		\$ 6,584,236
Net General Fund Debt Expense Total		\$ 11,586,573
(Total GF Exempt and Non-Exempt Debt, less Transfers and other sources)		
Cash Capital	\$	4,329,512
Transfers and other sources		
Sale of Assets	\$	18,000
Net General Fund Cash Capital Expense		\$ 4,311,512



Capital Budget Fiscal Year 2021

	BOND	CASH	OTHER	Grand Total
COMMUNITY SAFETY - FIRE SERVICES	\$302,000	\$35,000		\$337,000
Firefighter Protective Gear		\$25,000		\$25,000
Rescue Ambulance replacing 2013 Ford Horton	\$302,000			\$302,000
Furniture - Park Circle / Highland		\$10,000		\$10,000
COMMUNITY SAFETY - POLICE SERVICES		\$135,000		\$135,000
Vehicle Replacement Program		\$135,000		\$135,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND			\$15,000	\$15,000
Van Replacement Program			\$15,000	\$15,000
FACILITIES	\$400,000	\$165,000		\$565,000
Town Hall - Renovations	\$300,000			\$300,000
Building exterior repairs - Parmenter	\$100,000			\$100,000
HVAC upgrades - Parmenter		\$100,000		\$100,000
Roof replacement - Dallin Library		\$40,000		\$40,000
HVAC replacement - Dallin Library		\$25,000		\$25,000
HEALTH & HUMAN SERVICES	\$515,000	\$90,700		\$605,700
Whittemore Robbins House - Cupola and slate roof		\$80,700		\$80,700
Whittemore Robbins Cottage	\$515,000			\$515,000
Conversion of property and restaurant files to electronic format		\$10,000		\$10,000
HUMAN RESOURCES		\$16,397		\$16,397
Human Resources Applicant Tracking and On-boarding		\$16,397		\$16,397
INFORMATION TECHNOLOGY		\$620,000		\$620,000
Conference Room Presentation Technology Program		\$10,000		\$10,000
School - Admin Computers and Peripherals		\$40,000		\$40,000
School - Network Infrastructure		\$20,000		\$20,000
School - Replacement academic PC's district wide		\$400,000		\$400,000
School - Software Licensing		\$40,000		\$40,000
Town Microcomputer Program		\$60,000		\$60,000
Town Software Upgrades & Standardization		\$50,000		\$50,000



Capital Budget Fiscal Year 2021 (cont.)

	BOND	CASH	OTHER	Grand Total
LIBRARY		\$51,698		\$51,698
MLN Equipment Schedule		\$51,698		\$51,698
PLANNING		\$325,000	\$50,000	\$375,000
Senior Center/Central School Renovation		\$250,000		\$250,000
Bike Rack Installation		\$25,000		\$25,000
Townwide ADA accessibility upgrades		\$50,000	\$50,000	\$100,000
PUBLIC WORKS CEMETERY DIVISION			\$10,000	\$10,000
Headstone Cleaning & Repair			\$10,000	\$10,000
PUBLIC WORKS ENGINEERING DIVISION		\$30,000		\$30,000
Utility Vehicle (Engineering 1)		\$30,000		\$30,000
PUBLIC WORKS HIGHWAY DIVISION	\$200,000	\$2,016,860	\$1,046,912	\$3,263,772
1 Ton Dump Truck w-Plow-Sander		\$68,000		\$68,000
33,000 GVW Dump Truck w-Plow		\$67,000	\$77,000	\$144,000
44,000 GVW, 4WD Truck w-Sander	\$90,000		\$94,912	\$184,912
Backhoe-Loader - 1.5 CY	\$110,000			\$110,000
Chapter 90 Roadway			\$750,000	\$750,000
Install Sidewalk Ramps - CDBG			\$125,000	\$125,000
Roadway Reconstruction		\$550,000		\$550,000
Roadway Reconstruction Override 2011		\$487,360		\$487,360
Sander Body		\$17,500		\$17,500
Sidewalk Ramp Installation		\$65,000		\$65,000
Sidewalks and Curbstones		\$550,000		\$550,000
Snow Plow Replacement		\$12,000		\$12,000
Accessibility Improvements (Override 2019)		\$200,000		\$200,000



Capital Budget Fiscal Year 2021 (cont.)

	BOND	CASH	OTHER	Grand Total
PUBLIC WORKS MER		\$60,000		\$60,000
Traffic Signal Maint & Upgrades		\$60,000		\$60,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$180,000			\$180,000
Boom-Dump-Chip Truck	\$180,000			\$180,000
PUBLIC WORKS WATER/SEWER DIVISION			\$2,727,000	\$2,727,000
Drainage Rehab - Regulatory Compliance (Ch-308)			\$250,000	\$250,000
Hydrant and Valve replacement program			\$100,000	\$100,000
Sewer System Rehabilitation			\$900,000	\$900,000
Water System Rehabilitation			\$1,400,000	\$1,400,000
Utility Truck (Water/Sewer 1)			\$47,000	\$47,000
Utility Vehicle (Water/Sewer 1)			\$30,000	\$30,000
PURCHASING		\$51,435		\$51,435
Photocopier Replacement Program		\$51,435		\$51,435
RECREATION	\$350,000	\$60,000		\$410,000
ADA Study Implementation Program		\$50,000		\$50,000
Feasibility Study		\$10,000		\$10,000
Reservoir Improvements Phase II Supplement	\$350,000			\$350,000
REDEVELOPMENT BOARD		\$109,422	\$127,072	\$236,494
Interior finish upgrades - Jefferson Cutter		\$37,500		\$37,500
Whittemore Park upgrades			\$127,072	\$127,072
Interior repairs - 23 Maple Street		\$46,922		\$46,922
Boiler replacement - Jefferson Cutter		\$25,000		\$25,000



Capital Budget Fiscal Year 2021 (cont.)

	BOND	CASH	OTHER	Grand Total
SCHOOLS	\$1,361,650	\$563,000		\$1,924,650
Photocopier Lease Program		\$120,000		\$120,000
Window Screens in Schools		\$60,000		\$60,000
Security Updates		\$100,000		\$100,000
Bishop School Painting		\$35,000		\$35,000
Hardy Playground Supplemental	\$571,900			\$571,900
Custodial Equipment		\$13,000		\$13,000
Energy Efficiency Projects		\$20,000		\$20,000
Facilities Vehicle Replacement		\$50,000		\$50,000
Ottoson Elevator	\$220,000			\$220,000
Ottoson Exterior Step Work		\$50,000		\$50,000
Ottoson Lift		\$30,000		\$30,000
Peirce Playground Renovations	\$269,750			\$269,750
Van #105 - 8 Passenger Explorer		\$40,000		\$40,000
Van #112 - Athletics Van		\$45,000		\$45,000
Ottoson HVAC Rooftop Unit	\$300,000			\$300,000
TREASURER			\$40,000	\$40,000
Multi-Space Parking Meter Replacement			\$40,000	\$40,000
VETERANS' MEMORIAL RINK ENTERPRISE FUND	\$150,000			\$150,000
Bleacher Lift	\$150,000			\$150,000
Grand Total	\$3,458,650	\$4,329,512	\$4,015,984	\$11,804,146



CAPITAL PLAN FY2021-2025

	2021	2022	2023	2024	2025	Grand Total
COMMUNITY SAFETY - FIRE SERVICES	\$337,000	\$780,000	\$95,000	\$597,000	\$79,000	\$1,888,000
EQUIPMENT REPLACEMENT	\$35,000	\$75,000	\$75,000	\$30,000	\$30,000	\$245,000
Firefighter Protective Gear	\$25,000	\$25,000	\$25,000	\$30,000	\$30,000	\$135,000
Furniture - Park Circle / Highland	\$10,000					\$10,000
Jaws of Life - Extrication Equipment			\$50,000			\$50,000
Thermal Imaging Cameras Replacement		\$50,000				\$50,000
INFRASTRUCTURE IMPROVEMENT			\$12,000	\$112,000		\$124,000
Air Handler Replacement Park Circle			\$12,000	\$12,000		\$24,000
Central station exterior waterproofing				\$100,000		\$100,000
PUBLIC BUILDING MAINTENANCE		\$10,000	\$8,000			\$18,000
Apparatus Bay Heating Unit Park Circle			\$8,000			\$8,000
Carpeting - Flooring at Park Circle Station		\$10,000				\$10,000
VEHICLE REPLACEMENT	\$302,000	\$695,000		\$455,000	\$49,000	\$1,501,000
Engine Pumper to Replace #1025.		\$625,000				\$625,000
Lighting Plant Replace 2001 Ford vehicle #1015		\$70,000				\$70,000
Replace EM vehicle #1016 Air supply				\$70,000		\$70,000
Rescue Ambulance replacing #1026				\$345,000		\$345,000
Rescue Ambulance replacing 2013 Ford Horton	\$302,000					\$302,000
Vehicle Replacement - #1017 2012 Ford Escape				\$40,000		\$40,000
Vehicle Replacement - #1022 2014 Ford Interceptor					\$49,000	\$49,000
COMMUNITY SAFETY - POLICE SERVICES	\$135,000	\$203,000	\$194,000	\$162,000	\$202,000	\$896,000
EQUIPMENT REPLACEMENT		\$18,000	\$22,000	\$22,000	\$25,000	\$87,000
Automatic External Defibrillators		\$18,000				\$18,000
Bullet Proof Vest Program			\$22,000	\$22,000	\$25,000	\$69,000
VEHICLE REPLACEMENT	\$135,000	\$185,000	\$172,000	\$140,000	\$177,000	\$809,000
Animal Control Vehicle Replacement		\$45,000				\$45,000
Parking Control Vehicle(s)			\$32,000		\$32,000	\$64,000
Vehicle Replacement Program	\$135,000	\$140,000	\$140,000	\$140,000	\$145,000	\$700,000



CAPITAL PLAN FY2021-2025 (cont.)

	2021	2022	2023	2024	2025	Grand Total
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND	\$15,000		\$15,000		\$15,000	\$45,000
VEHICLE REPLACEMENT	\$15,000		\$15,000		\$15,000	\$45,000
Van Replacement Program	\$15,000		\$15,000		\$15,000	\$45,000
FACILITIES	\$565,000	\$75,000	\$75,000	\$75,000	\$75,000	\$865,000
PUBLIC BUILDING MAINTENANCE	\$565,000	\$75,000	\$75,000	\$75,000	\$75,000	\$865,000
Building exterior repairs - Parmenter	\$100,000					\$100,000
HVAC replacement - Dallin Library	\$25,000					\$25,000
HVAC upgrades - Parmenter	\$100,000					\$100,000
Roof replacement - Dallin Library	\$40,000					\$40,000
Town Hall - Renovations	\$300,000	\$75,000	\$75,000	\$75,000	\$75,000	\$600,000
HEALTH & HUMAN SERVICES	\$605,700				\$250,000	\$855,700
DEPARTMENTAL PROJECT					\$250,000	\$250,000
Veterans Park					\$250,000	\$250,000
INFORMATION TECHNOLOGY	\$10,000					\$10,000
Conversion of property and restaurant files to electronic format	\$10,000					\$10,000
INFRASTRUCTURE IMPROVEMENT	\$515,000					\$515,000
Whittemore Robbins Cottage	\$515,000					\$515,000
PUBLIC BUILDING MAINTENANCE	\$80,700					\$80,700
Whittemore Robbins House - Cupola and slate roof	\$80,700					\$80,700
HUMAN RESOURCES	\$16,397					\$16,397
INFORMATION TECHNOLOGY	\$16,397					\$16,397
Human Resources Applicant Tracking and On-boarding	\$16,397					\$16,397
INFORMATION TECHNOLOGY	\$620,000	\$610,000	\$620,000	\$610,000	\$610,000	\$3,070,000
EQUIPMENT REPLACEMENT	\$10,000		\$10,000			\$20,000
Conference Room Presentation Technology Program	\$10,000		\$10,000			\$20,000
INFORMATION TECHNOLOGY	\$610,000	\$610,000	\$610,000	\$610,000	\$610,000	\$3,050,000
School - Admin Computers and Peripherals	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School - Network Infrastructure	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
School - Replacement Academic PC's District Wide	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
School - Software Licensing	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Town Microcomputer Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Town Software Upgrades & Standardization	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000



CAPITAL PLAN FY2021-2025 (cont.)

	2021	2022	2023	2024	2025	Grand Total
LIBRARY	\$51,698	\$54,109	\$1,210,498	\$747,298	\$12,053,524	\$14,117,127
DEPARTMENTAL PROJECT			\$1,150,000	\$680,000	\$12,000,000	\$13,830,000
Fox Library Building Project				\$680,000		\$680,000
Robbins Library Renovations			\$1,150,000		\$12,000,000	\$13,150,000
EQUIPMENT REPLACEMENT	\$51,698	\$54,109	\$60,498	\$67,298	\$53,524	\$287,127
MLN Equipment Schedule	\$51,698	\$54,109	\$60,498	\$67,298	\$53,524	\$287,127
PLANNING	\$375,000	\$125,000	\$125,000	\$100,000	\$100,000	\$825,000
DEPARTMENTAL PROJECT	\$125,000	\$125,000	\$125,000	\$100,000	\$100,000	\$575,000
Bike Rack Installation	\$25,000	\$25,000	\$25,000			\$75,000
Townwide ADA accessibility upgrades	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
MAJOR REPAIRS	\$250,000					\$250,000
Senior Center/Central School Renovation	\$250,000					\$250,000
PUBLIC WORKS CEMETERY DIVISION	\$10,000	\$10,000	\$145,000	\$10,000	\$10,000	\$185,000
DEPARTMENTAL PROJECT	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Headstone Cleaning & Repair	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
EQUIPMENT REPLACEMENT			\$135,000			\$135,000
Backhoe			\$135,000			\$135,000
PUBLIC WORKS ENGINEERING DIVISION	\$30,000		\$25,000	\$75,000		\$130,000
DEPARTMENTAL PROJECT			\$25,000			\$25,000
Roadway Consulting Services			\$25,000			\$25,000
EQUIPMENT REPLACEMENT				\$75,000		\$75,000
Mini-Excavator				\$75,000		\$75,000
VEHICLE REPLACEMENT	\$30,000					\$30,000
Utility Vehicle (Engineering 1)	\$30,000					\$30,000



CAPITAL PLAN FY2021-2025 (cont.)

	2021	2022	2023	2024	2025	Grand Total
PUBLIC WORKS HIGHWAY DIVISION	\$3,263,772	\$2,454,044	\$2,326,658	\$2,811,211	\$3,318,217	\$14,173,902
EQUIPMENT REPLACEMENT	\$97,500	\$30,500	\$29,500	\$151,000	\$182,500	\$491,000
1 Ton Dump Truck w-Plow-Sander	\$68,000				\$72,000	\$140,000
10 Wheel Dump Truck.				\$133,000		\$133,000
Asphalt Pavement Hot Box					\$60,000	\$60,000
Line Striping Machine		\$13,000				\$13,000
Sander Body	\$17,500	\$17,500	\$17,500	\$18,000	\$18,000	\$88,500
Snow Plow Replacement	\$12,000		\$12,000		\$12,500	\$36,500
Variable Message Board					\$20,000	\$20,000
ROADS AND PATHS INFRASTRUCTURE	\$2,727,360	\$2,294,544	\$2,062,158	\$2,480,211	\$2,898,717	\$12,462,990
Accessibility Improvements (Override 2019)	\$200,000	\$205,000	\$210,125	\$215,378	\$220,763	\$1,051,266
Chapter 90 Roadway	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
Install Sidewalk Ramps - CDBG	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Roadway Reconstruction	\$550,000	\$350,000	\$200,000	\$400,000	\$600,000	\$2,100,000
Roadway Reconstruction Override 2011	\$487,360	\$499,544	\$512,033	\$524,833	\$537,954	\$2,561,724
Sidewalk Ramp Installation	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Sidewalks and Curbstones	\$550,000	\$300,000	\$200,000	\$400,000	\$600,000	\$2,050,000
VEHICLE REPLACEMENT	\$438,912	\$129,000	\$235,000	\$180,000	\$237,000	\$1,219,912
33,000 GVW Dump Truck w-Plow	\$144,000					\$144,000
33,000 GVW Dump Truck w-Plow (Highway 1)		\$129,000				\$129,000
44,000 GVW, 4WD Truck w-Dump Body					\$185,000	\$185,000
44,000 GVW, 4WD Truck w-Sander	\$184,912			\$180,000		\$364,912
Backhoe-Loader - 1.5 CY	\$110,000					\$110,000
Street Sweeper			\$235,000			\$235,000
Utility Truck (Highway 1)					\$52,000	\$52,000



CAPITAL PLAN FY2021-2025 (cont.)

	2021	2022	2023	2024	2025	Grand Total
PUBLIC WORKS MER	\$60,000	\$60,000	\$185,000	\$60,000	\$60,000	\$425,000
EQUIPMENT REPLACEMENT			\$125,000			\$125,000
Fork Lift			\$125,000			\$125,000
INFRASTRUCTURE IMPROVEMENT	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Traffic Signal Maint & Upgrades	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$180,000	\$129,000	\$172,500	\$110,000	\$161,000	\$752,500
EQUIPMENT REPLACEMENT			\$172,500		\$91,000	\$263,500
Mower 60"					\$28,500	\$28,500
Mower 80" w Wing Deck					\$62,500	\$62,500
Mower Trailer			\$7,500			\$7,500
Ride-On Mower			\$30,000			\$30,000
Skid Steer			\$75,000			\$75,000
Stump Grinder			\$60,000			\$60,000
VEHICLE REPLACEMENT	\$180,000	\$129,000		\$110,000	\$70,000	\$489,000
1 Ton Pickup Truck w-Dump Body		\$64,000		\$66,000		\$130,000
3-4 Ton Pickup Truck				\$44,000		\$44,000
Boom-Dump-Chip Truck	\$180,000					\$180,000
Tree Chipper		\$65,000				\$65,000
Utility Vehicles (2)					\$70,000	\$70,000
PUBLIC WORKS WATER/SEWER DIVISION	\$2,727,000	\$2,829,000	\$2,860,000	\$3,000,000	\$2,950,000	\$14,366,000
EQUIPMENT REPLACEMENT	\$30,000		\$110,000	\$100,000		\$240,000
Compressor Truck			\$100,000			\$100,000
Mini-Excavator Trailer			\$10,000			\$10,000
Pump Station Generator				\$100,000		\$100,000
Utility Vehicle (Water/Sewer 1)	\$30,000					\$30,000
INFRASTRUCTURE IMPROVEMENT	\$2,650,000	\$2,700,000	\$2,750,000	\$2,900,000	\$2,950,000	\$13,950,000
Drainage Rehab - Regulatory Compliance (Ch-308)	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$1,750,000
Hydrant and Valve replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Water System Rehabilitation	\$1,400,000	\$1,400,000	\$1,400,000	\$1,500,000	\$1,500,000	\$7,200,000
VEHICLE REPLACEMENT	\$47,000	\$129,000				\$176,000
33,000 GVW Dump Truck w-plow (Water 1)		\$129,000				\$129,000
Utility Truck (Water/Sewer 1)	\$47,000					\$47,000



CAPITAL PLAN FY2021-2025 (cont.)

	2021	2022	2023	2024	2025	Grand Total
PURCHASING	\$51,435	\$40,684	\$63,033	\$60,350	\$56,100	\$271,602
EQUIPMENT REPLACEMENT	\$51,435	\$40,684	\$63,033	\$60,350	\$56,100	\$271,602
Photocopier Replacement Program	\$51,435	\$40,684	\$63,033	\$60,350	\$56,100	\$271,602
RECREATION	\$410,000	\$60,000	\$60,000	\$135,000	\$60,000	\$725,000
PARKS PLAYGROUNDS & FIELDS	\$410,000	\$60,000	\$60,000	\$135,000	\$60,000	\$725,000
ADA Study Implementation Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Feasibility Study	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Hill's Hill Project				\$75,000		\$75,000
Reservoir Improvements Phase II Supplement	\$350,000					\$350,000
REDEVELOPMENT BOARD	\$236,494	\$427,000				\$663,494
INFRASTRUCTURE IMPROVEMENT	\$127,072	\$427,000				\$554,072
Whittemore Park upgrades	\$127,072	\$427,000				\$554,072
PUBLIC BUILDING MAINTENANCE	\$109,422					\$109,422
Boiler replacement - Jefferson Cutter	\$25,000					\$25,000
Interior finish upgrades - Jefferson Cutter	\$37,500					\$37,500
Interior repairs - 23 Maple Street	\$46,922					\$46,922
SCHOOLS	\$1,924,650	\$1,543,000	\$418,000	\$2,523,000	\$333,000	\$6,741,650
DEPARTMENTAL PROJECT	\$135,000	\$400,000	\$100,000	\$100,000	\$100,000	\$835,000
Bishop School Painting	\$35,000					\$35,000
Bishop Water Penetration Prevention		\$300,000				\$300,000
Security Updates	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
EQUIPMENT REPLACEMENT	\$343,000	\$613,000	\$13,000	\$313,000	\$13,000	\$1,295,000
Custodial Equipment	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$65,000
Dallin Roof Top Units				\$300,000		\$300,000
Hardy HVAC Roof Top Units		\$600,000				\$600,000
Ottoson HVAC Rooftop Unit	\$300,000					\$300,000
Ottoson Lift	\$30,000					\$30,000



CAPITAL PLAN FY2021-2025 (cont.)

	2021	2022	2023	2024	2025	Grand Total
INFRASTRUCTURE IMPROVEMENT	\$1,171,650	\$200,000		\$1,600,000		\$2,971,650
Hardy Boiler		\$200,000				\$200,000
Hardy Playground Supplemental	\$571,900					\$571,900
Hardy Reroofing Phase II				\$800,000		\$800,000
Ottoson Elevator	\$220,000					\$220,000
Ottoson Exterior Step Work	\$50,000					\$50,000
Ottoson Roof Replacement				\$800,000		\$800,000
Peirce Playground Renovations	\$269,750					\$269,750
Window Screens in Schools	\$60,000					\$60,000
PHOTOCOPIER PROGRAM	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
PUBLIC BUILDING MAINTENANCE	\$20,000	\$60,000	\$30,000	\$300,000		\$410,000
Bishop School Roof Repair				\$300,000		\$300,000
Energy Efficiency Projects	\$20,000	\$60,000	\$30,000			\$110,000
STUDENT TRANSPORTATION	\$40,000	\$100,000	\$95,000			\$235,000
Bus #101 - 53 Passenger			\$95,000			\$95,000
Bus #108 - 53 passenger bus		\$100,000				\$100,000
Van #105 - 8 Passenger Explorer	\$40,000					\$40,000
VEHICLE REPLACEMENT	\$95,000	\$50,000	\$60,000	\$90,000	\$100,000	\$395,000
Facilities Vehicle Replacement	\$50,000	\$50,000	\$60,000	\$50,000	\$50,000	\$260,000
Van # 109 - 8 Passenger Explorer				\$40,000		\$40,000
Van #112 - Athletics Van	\$45,000					\$45,000
Van #113 - Food Service					\$50,000	\$50,000



CAPITAL PLAN FY2021-2025 (cont.)

	2021	2022	2023	2024	2025	Grand Total
TREASURER	\$40,000					\$40,000
EQUIPMENT REPLACEMENT	\$40,000					\$40,000
Multi-Space Parking Meter Replacement	\$40,000					\$40,000
VETERANS' MEMORIAL RINK ENTERPRISE FUND	\$150,000	\$200,000				\$350,000
DEPARTMENTAL PROJECT	\$150,000					\$150,000
Bleacher Lift	\$150,000					\$150,000
MAJOR REPAIRS		\$200,000				\$200,000
Ed Burns Arena Roof Work		\$200,000				\$200,000
Grand Total	\$11,804,146	\$9,599,837	\$8,589,689	\$11,075,859	\$20,332,841	\$61,402,372

	2021	2022	2023	2024	2025	Grand Total
BOND	\$3,458,650	\$2,581,000	\$1,740,000	\$3,638,000	\$12,435,000	\$23,852,650
CASH	\$4,329,512	\$3,254,837	\$3,007,689	\$3,502,859	\$3,997,841	\$18,092,738
OTHER	\$4,015,984	\$3,764,000	\$3,842,000	\$3,935,000	\$3,900,000	\$19,456,984
CPA	\$587,000	\$425,000	\$525,000	\$675,000	\$2,175,000	\$4,387,000
Grand Total	\$12,391,146	\$10,024,837	\$9,114,689	\$11,750,859	\$22,507,841	\$65,789,372



CAPITAL PLAN FY2021-2025 (cont.)

Fiscal Year	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Prior Non-Exempt Debt Service	\$6,426,415	\$5,574,027	\$5,187,218	\$4,804,801	\$4,258,500	\$26,250,963
Cash	\$4,329,512	\$3,254,837	\$3,007,689	\$3,502,859	\$3,997,841	\$18,092,738
New Non-Exempt Debt Service	\$121,864	\$1,384,798	\$2,255,749	\$2,421,209	\$3,094,614	\$9,278,234
BAN Interest and Principal	\$25,000	\$475,000	\$0	\$28,750	\$28,750	\$557,500
Total Non-Exempt Tax Burden	\$10,902,791	\$10,688,662	\$10,450,656	\$10,757,620	\$11,379,705	\$54,179,434
Direct funding sources:						
Non-exempt Bond Premium (from FY2019)						\$0
Rink Enterprise Funds	(\$58,881)	(\$61,506)	(\$61,506)	(\$61,506)	(\$61,506)	(\$304,905)
Ambulance Revolving Fund	(\$37,235)	(\$97,095)	(\$94,231)	(\$75,367)	(\$150,878)	(\$454,806)
Capital Carry Forwards	(\$1,097,080)					(\$1,097,080)
Antenna Funds	(\$284,027)	(\$195,000)	(\$195,000)	(\$192,694)	(\$182,009)	(\$1,048,730)
Urban Renewal Fund	(\$47,344)	(\$45,744)	(\$44,144)	(\$42,544)	(\$40,944)	(\$220,719)
Recreation Enterprise Fund	(\$49,000)	(\$150,000)	(\$100,000)	(\$89,000)	(\$89,000)	(\$477,000)
Asset Sale Proceeds	(\$18,000)	(\$750,000)				(\$768,000)
Adjustments to 5% Plan:						
Roadway Reconstruction Override 2011	(\$487,361)	(\$499,545)	(\$512,033)	(\$524,833)	(\$537,954)	(\$2,561,726)
Accessibility Improvements Override 2019	(\$200,000)	(\$205,000)	(\$210,125)	(\$215,378)	(\$220,763)	(\$1,051,266)
2016 and prior Bond Premium	(\$260,240)					(\$260,240)
Prior Year Encumbered Debt Service						\$0
Debt service, Town-owned Rental Properties	(\$94,716)	(\$8,500)	(\$8,325)	(\$8,150)	(\$7,975)	(\$127,666)
Net Non-Exempt Plan	\$8,268,907	\$8,676,273	\$9,225,292	\$9,548,148	\$10,088,676	\$45,807,296
Pro Forma Budget	\$166,025,777	\$175,222,559	\$183,786,734	\$192,440,419	\$201,432,690	\$918,908,179
Budget For Plan at 5%	\$8,301,289	\$8,761,128	\$9,189,337	\$9,622,021	\$10,071,635	\$45,945,409
Plan as % of Revenues	4.98%	4.95%	5.02%	4.96%	5.01%	4.98%
Variance From Budget	\$32,381	\$84,855	(\$35,956)	\$73,873	(\$17,042)	\$138,113



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SECTION VII

NON-APPROPRIATED EXPENSES



NON-APPROPRIATED EXPENSES

STATE ASSESSMENTS • CHERRY SHEET OFFSETS •
TAX ABATEMENT OVERLAY • COURT JUDGMENTS AND
DEFICITS

**NON-APPROPRIATED EXPENSES**

This category includes mandated assessments and expenditures, which are automatically added to the tax rate without appropriation. Overall, non-appropriated expenses are budgeted to decrease \$94,167 (-1.89%) in FY2021. The total projected State Assessments for FY2021 are \$3,451,318, an increase of \$48,101 from FY2020. The MBTA accounts for \$3,066,409 of this total and is increasing 0.67%. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement Overlay. These items total \$1,431,553 which is a decrease of \$49,164 from FY2020 final Recap figure. The FY2021 Overlay will be adjusted when the final tax rate is set in the fall. All state assessment figures are estimates, subject to final assessments made once the State budget is approved.

Non-Appropriated Expenses	FY2018 Recap	FY2019 Recap	FY2020 Budget	FY2021 Budget	Budget Change
State Assessments					
MBTA	2,890,723	2,963,561	3,045,955	3,066,409	20,454
RMV Non-Renewal Surcharge	39,520	39,520	33,480	33,560	80
Air Pollution Districts	16,571	16,999	17,772	18,234	462
Metropolitan Area Planning Council	22,842	23,348	23,998	24,491	493
Special Education Charge	12,685	28,925	16,279	39,724	23,445
Charter School tuition	190,532	189,312	203,873	224,612	20,739
School Choice	11,700	23,400	61,860	44,288	(17,572)
State Assessments Sub-total	3,184,573	3,285,065	3,403,217	3,451,318	48,101
Cherry Sheet Offsets	55,856	56,041	57,924	59,603	1,679
Tax Abatement Overlay	1,156,229	1,245,171	503,383	600,000	96,617
Court Judgments & Deficits	748,338	771,250	1,012,514	771,950	(240,564)
Total	5,144,996	5,357,527	4,977,038	4,882,871	(94,167)

**MBTA**

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority (MTA), and 161 additional communities, which are receiving direct MBTA service. Chapter 161A of the Acts of 2000 increased the number of communities that constitute the MBTA from 78 to 175. The additional 97 communities have been receiving MBTA service; however, the original authorizing language made no provision for these communities to be assessed. The Authority is required to assess each community's share of the overall Authority's assessments. All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$136,026,868. After FY2006, this amount was adjusted each July 1 by the rate of inflation, but not more than 102.5% of the previous year's assessment. Each community's MBTA assessment shall equal its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation should be the most recent from the United States Census Bureau. Assessments are also weighted by the level of service within each community.

For FY2021, the Town's assessment will increase \$20,454 or 0.67%.

PARKING FINE REGISTRY SURCHARGE

If after proper notices, a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY2021 surcharge assessment is estimated to be \$33,560, subject to final assessments made once the State budget is approved.

AIR POLLUTION CONTROL DISTRICT

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one- half in proportion to the EQV's and one- half by the population of each community. Costs for FY2021 are estimated at \$18,234, an increase of \$462.

METROPOLITAN AREA PLANNING COUNCIL

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The assessment for FY2021 is estimated at \$24,491, an increase of \$493 from FY2020.

***SPECIAL EDUCATION CHARGE***

The purpose of this program is to partially reimburse the state for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the state. Current year charges are for pupils served in the prior school year. In FY2021, the State will charge Arlington \$39,724, an increase of \$23,445.

CHARTER SCHOOL TUITION

The purpose of this program is to assess the sending municipality or regional school district for pupils attending charter schools. Charter school tuition charges are assessed against the sending district and paid to the charter school district. Charter Schools receive per-pupil payments from sending districts equal to the average cost per student in that district, plus a capital funding share equal to the state average of what districts pay per pupil in principal and interest for land and buildings. Cherry Sheet assessments for the upcoming fiscal year are based on pre-enrollment data from October of the current fiscal year. Final assessments are based upon March 15 figures. The tuition assessment for FY2021 is estimated on the preliminary Cherry Sheet at \$224,612 an increase of \$20,739 from FY2020.

SCHOOL CHOICE SENDING TUITION

This is an assessment to the Town of Arlington for pupils attending another school district under school choice. School choice tuition charges are assessed against a sending district and paid to a receiving school district. Per pupil tuition rates are based on the receiving district's per pupil costs for the prior fiscal year. Costs are based on instruction, pupil services, administration, maintenance, and fixed charges. A student's tuition equals 75 percent of the per pupil cost, up to a limit of \$5,000, so effectively Arlington is charged \$5,000 per student, except for students with an individualized education plan, in which case a special education increment augments that tuition. The FY2021 charge is \$44,228, a decrease of \$17,572.

CHERRY SHEET OFFSETS

Included in the estimated amount of aid to be received from the state are grant funds for the Town's Public Libraries. These funds are reserved for direct expenditure by the Library and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expenses section as offsetting debits.

The library grant actually includes three grant programs more fully described in the revenue section of this budget under Cherry Sheet Offsets. It is projected to increase slightly to a total of \$59,603.

***TAX ABATEMENT OVERLAY***

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation, and is usually set at anywhere from 1% to 2.5% of the tax levy. In revaluation years, which occur every three years, the overlay account is usually set at a higher amount in anticipation of an increased number of abatements. In other years, the overlay is set closer to \$600,000. FY21 it will be set at \$600,000. Any surplus left in an overlay account is appropriated by Town Meeting in much the same manner as free cash. Under the Municipal Modernization Act, Ch. 218 of the Acts of 2016, municipalities changed from accounting for overlays for each tax year to combining all previous overlay accounts into a single fund. As of June 30, 2019, the balance in the overlay account was \$4,731,171. From these account, \$200,000 is proposed to be declared surplus and be used as a revenue source in FY2021.

COURT JUDGMENTS, DEFICITS, AND OTHER

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate.

From time to time, there are other non-appropriated expenses which have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, and snow and ice budgets, must be added to the following year's tax rate. In addition, as a result of a special act of the legislature, any tax revenue from the Symmes project is debited here as a reserve to pay down the debt for the Symmes project. Once the debt is paid off in FY2022, the taxes associated with the project will go into the general fund, like all other property taxes. In FY2020, the total of these items was \$1,012,514, including a one time charge of \$339,289 to eliminate deficits in capital accounts. For FY21, an allowance of \$771,950 has been made for any such judgments and the Symmes debt.



SECTION VIII

FUND INFORMATION & TOWN FINANCIAL POLICIES



Financial Funds and Basis of Accounting

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

The Town considers property tax revenues available if they are collected within 60 days after year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

- The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.
- The *capital borrowing fund* is a capital project fund used to account for the Town's annual capital appropriations that are budgeted to be financed through long-term borrowing.
- The non-major governmental funds consist of special revenue, other capital projects, and permanent funds that are aggregated and presented in the *non-major governmental funds* column on the governmental funds financial statements.

The following describes the general use of these fund types:

- The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds or capital projects.
- The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.
- The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

**Financial Funds and Basis of Accounting (cont.)**

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- The *water and sewer enterprise fund* is used to account for the water and sewer activities.
- The *youth services enterprise fund* is used to account for the youth services activities.
- The *council on aging enterprise fund* is used to account for the council on aging activities.
- The *Ed Burns Arena enterprise fund* is used to account for the rink activities.
- The *recreation enterprise fund* is used to account for the recreation activities.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

- The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.
- The *other postemployment benefit trust fund* is used to accumulate resources to provide funding for future other postemployment benefits (OPEB) liabilities.
- The *private-purpose trust fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund, other postemployment benefit trust, or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.
- The *agency fund* is used to account for assets held in a purely custodial capacity.

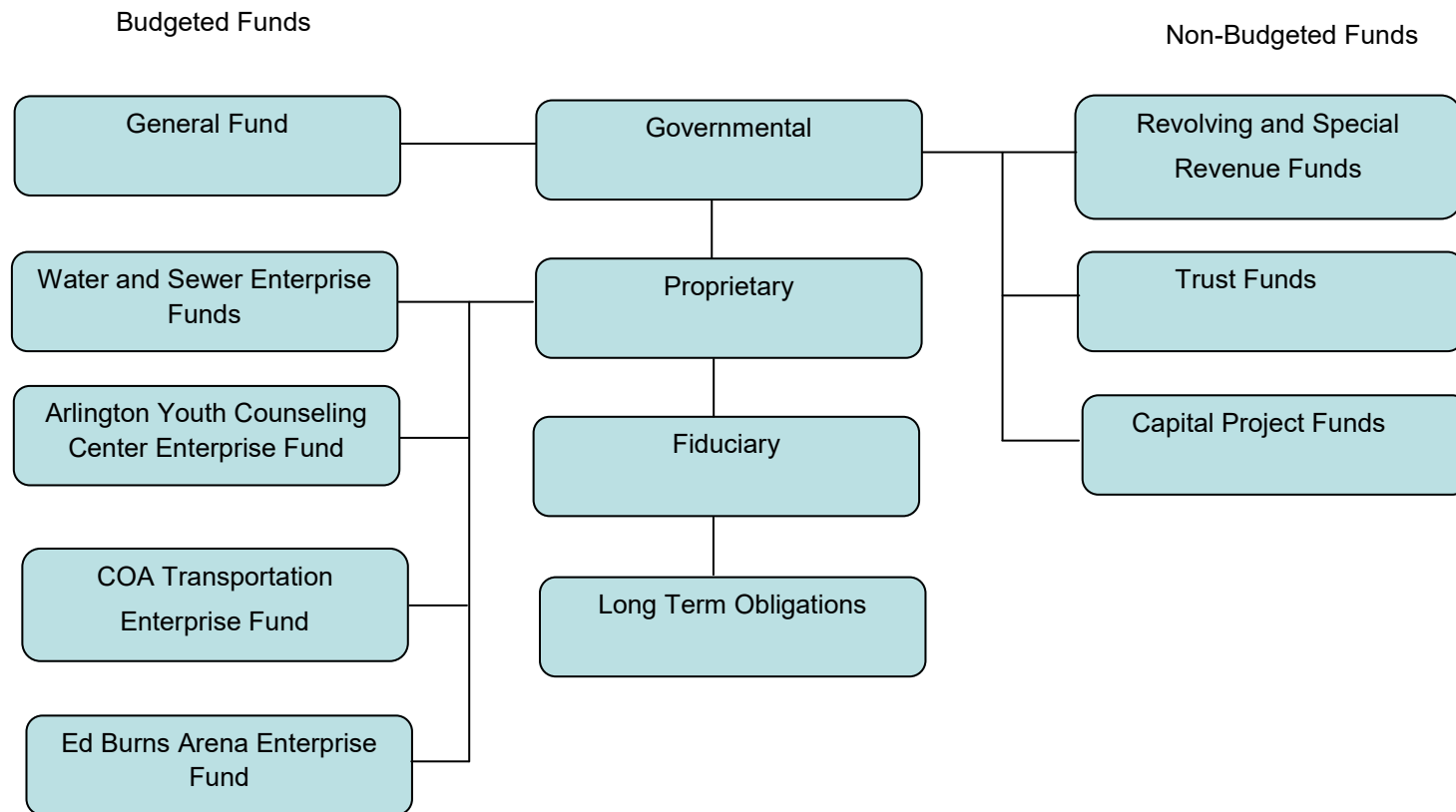
**Financial Funds and Basis of Accounting (cont.)**

An annual budget is adopted for the Town's General and Enterprise Funds. The Town's annual budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from Generally Accepted Accounting Principles (GAAP). The major differences between the budget and GAAP basis are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP).
3. The depreciation of Fixed Assets is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.



All Funds





Overall Budget Summary

	General Fund	Water and Sewer	Recreation	Rink	AYCC	COA Transport	Total Funds
Revenue							
Property Tax	\$ 138,039,612						\$ 138,039,612
Local Receipts/Fees	\$ 9,971,000	\$ 19,265,724	\$ 1,834,203	\$ 606,364	\$ 707,839	\$ 74,900	\$ 32,460,030
State Aid	\$ 24,756,821						\$ 24,756,821
School Construction Aid	\$ 476,523						\$ 476,523
Free Cash/Fund Balance	\$ 5,901,388	\$ -	\$ 100,000	\$ 14,000		\$ 15,053	\$ 6,030,441
Other Funds	\$ 200,000						\$ 200,000
Override Stabilization Fund	\$ -						
Transfers in (Offsets)	\$ 2,642,197	\$ 3,691,454			\$ 120,000	\$ 50,000	\$ 6,503,651
TOTAL REVENUES	\$ 181,987,541	\$ 22,957,178	\$ 1,934,203	\$ 620,364	\$ 827,839	\$ 139,953	\$ 208,467,078
Expenditures							
Salaries	\$ 29,465,515	\$ 2,534,167	\$ 870,342	\$ 277,859	\$ 532,139	\$ 120,953	\$ 33,800,975
Expenses	\$ 11,312,375	\$ 882,055	\$ 998,700	\$ 249,019	\$ 295,700	\$ 19,000	\$ 13,756,849
Arlington School Department	\$ 76,030,531						\$ 76,030,531
Minuteman Regional High School	\$ 6,113,371						\$ 6,113,371
Non-Departmental (Healthcare & Pensions)	\$ 30,780,027	\$ 1,909,470	\$ 65,161	\$ 34,605			\$ 32,789,263
Capital (Includes Debt Service)	\$ 16,280,134	\$ 2,027,695		\$ 58,881			\$ 18,366,710
MWRA Debt Shift/Transfers to Other Funds	\$ 3,691,454	\$ 15,603,791					\$ 19,295,245
Warrant Articles	\$ 1,143,499						\$ 1,143,499
Reserve Fund & Elections	\$ 1,726,724						\$ 1,726,724
Override Stabilization Fund Deposit	\$ 561,040						\$ 561,040
TOTAL EXPENDITURES	\$ 177,104,670	\$ 22,957,178	\$ 1,934,203	\$ 620,364	\$ 827,839	\$ 139,953	\$ 203,584,207
Non-Appropriated Expenses	\$ 4,882,871						\$ 4,882,871
State Assessment, Library Direct Aid, Overlay							
TOTAL EXPENSES	\$ 181,987,541	\$ 22,957,178	\$ 1,934,203	\$ 620,364	\$ 827,839	\$ 139,953	\$ 208,467,078
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Fund Balances**

The Town defines a **fund balance** as the difference between assets and liabilities reported in a government fund. This is also known as fund equity. The Town classifies the funds as follows: General Fund, Enterprise Funds, Reserve Funds and Revolving Funds.

General Fund – The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.

Free Cash – “Free Cash” is a revenue source that results from the calculation, as of July 1, of a community’s remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. Consistent with current practice, the Town appropriates up to 50% of its Free Cash balance from the prior year to as an operating revenue.

Enterprise Fund – An enterprise fund, authorized by MGL Ch. 44 Sec. 53F ½ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered user charges and the portion that is subsidized by the tax levy, if any.

Revolving Fund – A revolving fund allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For department revolving funds, MGL Ch. 44 Sec. 53E ½ stipulates that each fund must be reauthorized each year at annual Town Meeting and that a limit on the total amount that may be spent from each fund must be established at that time.

Urban Renewal Fund – An urban renewal fund is a fund set up to help a community meet the planning and implementation costs of urban revitalization and development projects.



Reserve Fund – An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for “extraordinary or unforeseen” expenditures. Other uses of the fund require budgetary transfers by Town Meeting.

Tip Fee Stabilization Fund – The Town of Arlington participated in a regional solid waste consortium, the North East Solid Waste Committee. Upon leaving the consortium in September of 2005, the Town was entitled to revenue derived from the regional agreement. Since then, the Town uses funds from the Tip Fee Stabilization Fund to offset solid waste disposal costs. The Town appropriated \$164,000 from the fund in FY2014 depleting its balance.

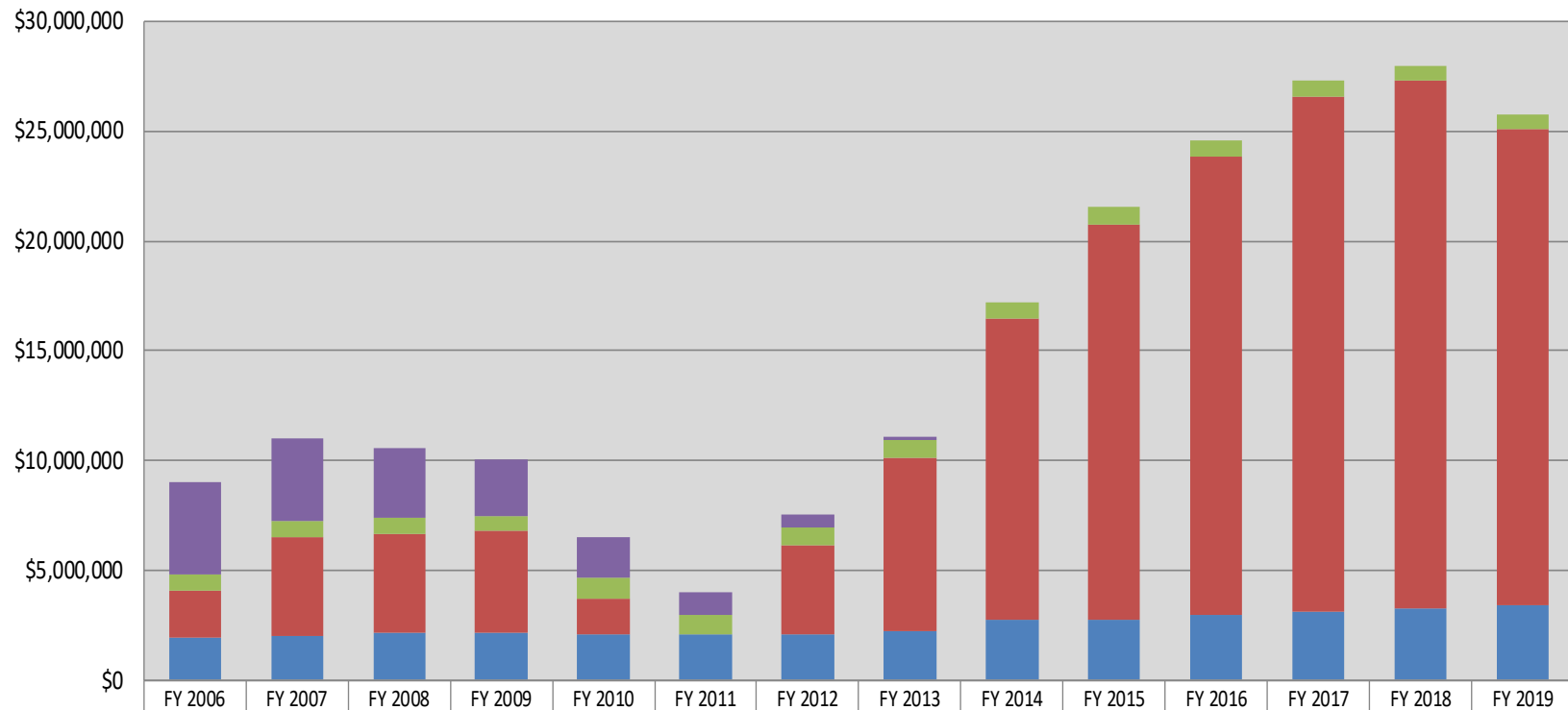
Municipal Buildings Trust Fund – In accordance with Massachusetts General Law, Chapter 40, Section 13, the Town established a Municipal Buildings Trust Fund for the purposes of offsetting the costs associated with significant property loss.

Override Stabilization Fund – The Override Stabilization Fund was created as a result of the 2005 Proposition 2 1/2 override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As the graph illustrates on page 212, the first appropriation to the fund was in FY2006 after the passage of an operating override and was depleted in FY2011. The Town passed an override leading into FY2012, which explains the increase of \$3,993,618 that year and a \$5.5 million override in June 2019, which is projected to keep the Town’s budget balanced until FY2024.

Long Term Stabilization Fund – In accordance with Massachusetts General Law, Chapter 40, Section 5B, the Town may appropriate in any year an amount not exceeding, in the aggregate, 10% of the amount raised in the preceding fiscal year’s tax levy. The Town may appropriate funds from the Long Term Stabilization Fund for any lawful purpose with a two-thirds vote of Town Meeting.



Reserve Fund Balances (end of year)





Revolving Fund Balances

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Ambulance/Life Support	\$109,742	\$264,069	\$376,291	\$446,194	\$396,176	\$256,610	\$298,672	\$405,815	\$547,148	\$628,306	\$687,553	\$493,507	\$525,833
Board of Health	\$38,162	\$41,927	\$45,106	\$79,163	\$91,253	\$103,800	\$86,284	\$65,529	\$56,720	\$104,466	\$113,619	\$137,142	\$151,784
Conservation Commission	\$2,937	\$2,937	\$2,847	\$2,897	\$2,907	\$3,221	\$3,312	\$2,742	\$2,742	\$2,710	\$2,623	\$2,623	\$1,523
Council on Aging Program								\$4,320	\$4,571	\$9,974	\$22,263	\$29,156	\$30,081
Field User Fees	\$10,769	\$76,974	\$52,865	\$88,845	\$62,975	\$49,757	\$72,820	\$63,849	\$23,390	\$36,126	\$48,065	\$31,570	\$72,800
Fox Library	\$8,978	\$12,347	\$14,241	\$13,463	\$16,523	\$17,891	\$13,690	\$15,068	\$16,773	\$3,780	\$3,857	\$1,345	\$1,345
Gibbs School Energy						\$25,688	\$27,730	\$36,459	\$34,171	\$28,078	\$26,468	\$8,402	\$10,925
Library PC Vendor				\$6,971	\$12,711	\$13,361	\$14,315	\$4,873	\$4,745	\$8,420	\$9,661	\$11,068	\$7,042
Private Way Repair	\$24,148	\$37,396	\$13,305	\$13,305	\$13,305	\$1,305	\$13,305	\$50,858	\$87,715	\$118,526	\$85,767	\$59,606	\$93,000
Public Way Repair	\$1,559	\$1,559	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$15,255	\$14,715	\$14,715
Robbins House Rental			(\$4,117)	\$19,927	\$22,958	\$33,938	\$35,312	\$31,893	\$19,093	\$13,027	\$17,641	\$7,865	\$12,160
Robbins Library Rental			\$6,492	\$9,187	\$11,658	\$17,892	\$16,751	\$21,696	\$26,586	\$24,451	\$24,414	\$29,409	\$34,930
Town Hall Rental	\$2,275	\$6,989	\$3,456	\$8,601	\$29,904	\$42,735	\$22,163	\$14,534	\$70,154	\$96,859	\$86,999	\$84,578	\$106,050
Uncle Sam			\$334	\$334	\$344	\$319	\$411	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526
White Good Recycling				\$27,887	\$44,369	\$38,202	\$16,755	\$45,109	\$57,406	\$57,041	\$59,216	\$65,180	\$60,137
TOTAL	\$198,570	\$444,198	\$510,988	\$716,942	\$705,251	\$604,887	\$621,688	\$764,439	\$952,908	\$1,133,458	\$1,204,928	\$977,692	\$1,123,853

Urban Renewal Fund Balance

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Urban Renewal Fund	\$226,273	\$215,906	\$98,056	\$249,860	\$290,665	\$377,193	\$399,794	\$400,732	\$439,839	\$542,262	\$456,159	\$341,816	\$202,954



Fund Balances

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
General Fund (Free Cash)	2,995,814	1,164,101	770,498	4,378,542	7,793,055	6,085,848	6,871,692	9,074,598	9,701,131	9,186,749	11,119,563	11,802,775
Enterprise Funds												
Water/Sewer Enterprise	4,718,828	5,550,844	3,117,257	4,422,651	2,551,390	2,497,966	3,718,958	8,546,621	7,188,427	7,299,339	7,844,907	6,220,101
Youth Enterprise	(20,345)	53,598	42,184	50,000	67,661	45,315	23,474	23,056	37,349	44,349	36,214	53,212
Council on Aging Enterprise	30,686	44,318	50,448	97,152	112,520	114,489	132,640	63,211	80,209	50,658	66,053	61,707
Rink Enterprise	38,620	58,412	27,702	91,325	78,992	90,435	74,503	77,154	78,839	357,573	49,265	14,728
Recreation Enterprise	85,392	68,360	77,200	101,380	105,452	120,887	132,023	205,874	381,219	446,480	683,966	765,855

MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

General Fund - 0100 & 0200

Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$10,380,555	\$10,291,536	(\$89,019)	-1%
2016	\$10,291,536	\$13,761,217	\$3,469,681	34%
2017	\$13,761,217	\$14,783,863	\$1,022,646	7%
2018	\$14,783,863	\$16,195,243	\$1,411,380	10%
2019	\$16,195,243	\$14,795,252	(\$1,399,991)	-9%

The General Fund is the primary operating fund of the Town, and is used to account for all financial resources except those that are required to be accounted for in other funds.

For FY19, it is estimated that fund balance will remain consistent with FY18.

Water & Sewer Enterprise Fund - 6500

Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$8,546,621		
2016	\$8,546,621	\$7,188,427	(\$1,358,194)	-16%
2017	\$7,188,427	\$8,102,916	\$914,489	13%
2018	\$8,102,916	\$7,844,907	(\$258,009)	-3%
2019	\$7,844,907	\$6,220,101	(\$1,624,806)	-21%

The Water and Sewer Enterprise Fund is a proprietary (enterprise) fund that is used to account for the water and sewer activities of the Town.

For FY19, it is estimated that fund balance will remain consistent with FY18.

**AYCC Enterprise Fund - 6550**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$23,474	\$23,055	(\$419)	-2%
2016	\$23,055	\$37,349	\$14,294	62%
2017	\$37,349	\$44,349	\$7,000	19%
2018	\$44,349	\$36,214	(\$8,135)	-18%
2019	\$36,214	\$53,212	\$16,998	47%

The Arlington Youth Counseling Center (AYCC) is a proprietary (enterprise) fund that is used to account for the activities of the AYCC.

The undesignated fund balance in FY19 saw an increase due to an greater activity in the fund.

For FY20, it is estimated that fund balance will remain consistent with FY19.

Rink Enterprise Fund - 6570

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$74,503	\$77,154	\$2,651	4%
2016	\$77,154	\$78,839	\$1,685	2%
2017	\$78,839	\$357,573	\$278,734	354%
2018	\$207,997	\$49,265	(\$308,308)	-86%
2019	\$49,265	\$14,728	(\$34,537)	-70%

The Rink Enterprise Fund is a proprietary (enterprise) fund that is used to account for the activities of the municipal ice skating rink.

Undesignated fund balance is expected to increase in FY20, because of reclassification of debt borrowing proceeds from a

COA Transportation Enterprise Fund - 6560

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$132,639	\$93,211	(\$39,428)	-30%
2016	\$93,211	\$80,209	(\$13,002)	-14%
2017	\$80,209	\$77,093	(\$3,116)	-4%
2018	\$77,093	\$66,053	(\$11,040)	-14%
2019	\$66,053	\$61,707	(\$4,346)	-7%

The Council on Aging (COA) Transportation Fund is a proprietary (enterprise) fund that is used to account for the activities of the COA Transportation service.

The undesignated fund balance has decreased over time due to lower than anticipated revenue collections.

For FY20, it is estimated that fund balance will remain consistent with FY19.

Recreation Enterprise Fund - 6580

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$132,023	\$205,894	\$73,871	56%
2016	\$205,894	\$381,219	\$175,325	85%
2017	\$381,219	\$446,480	\$65,261	17%
2018	\$446,480	\$683,967	\$237,487	53%
2019	\$683,967	\$765,855	\$81,888	12%

The Recreation Fund is a proprietary (enterprise) fund that is used to account for the activities of the recreation department.

Undesignated fund balance increased in FY18 due to higher than anticipated enrollment in many of the recreation programs and moving many programs from the Recreation Revolving Fund to the Enterprise Fund.

Fiscal Year 2021 Budget



Fund Information/ Town Financial Policies

Urban Renewal Fund - 2770

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$340,749	\$375,926	\$35,177	10%
2016	\$375,926	\$486,914	\$110,988	30%
2017	\$486,914	\$378,143	(\$108,771)	-22%
2018	\$378,143	\$263,991	(\$114,152)	-30%
2019	\$263,991	\$88,063	(\$175,928)	-67%

The Urban Renewal Fund was set up to help the Town meet the planning and implementation costs of urban revitalization and development projects.

Starting in FY19, Budget provided for rent payments for Town occupants of the Central School (HHS) to be made to the Fund to stabilize the balance.

Fiscal Stabilization Fund - 8950

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$13,685,484	\$18,000,920	\$4,315,436	32%
2016	\$18,000,920	\$20,850,650	\$2,849,730	16%
2017	\$20,850,650	\$23,481,076	\$2,630,426	13%
2018	\$23,481,076	\$24,010,774	\$529,698	2%
2019	\$24,010,774	\$21,618,539	(\$2,392,235)	-10%

The Fiscal Stabilization Fund (aka the "override" stabilization fund) was created in 2005 to help keep the budget stable and to avoid annual override votes. Funds are accumulated when there are excess funds, and drawn down when spending exceeds available recurring revenue sources.

For FY20, the fund is estimated to increase by \$2.2 million due to the override in the FY20 budget.

Antenna Fund - 3480

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$649,776	\$831,935	\$182,159	28%
2016	\$831,935	\$658,075	(\$173,860)	-21%
2017	\$658,075	\$649,256	(\$8,819)	-1%
2018	\$649,256	\$596,965	(\$52,291)	-8%
2019	\$596,965	\$570,872	(\$26,093)	-4%

The Antenna Fund was created by home rule petition that allows for deposits of revenue generated from rent collected on antennas placed on municipal buildings. This revenue is used to fund open space and recreation purposes.

For FY20, the fund balance is estimated to continue to decrease because of additional expenditures for capital projects.

Stabilization Fund - 8850

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$2,773,759	\$2,879,467		
2016	\$2,879,467	\$2,992,020	\$112,553	4%
2017	\$2,992,020	\$3,119,606	\$127,586	4%
2018	\$3,119,606	\$3,269,090	\$149,484	5%
2019	\$3,269,090	\$3,452,628	\$183,538	6%

The Stabilization Fund is the Town's "rainy day" fund. It can be used for any lawful purpose with a two-thirds vote of Town Meeting.

For FY20, the Fund is estimated to increase by \$110,000 through Town Meeting appropriation and assumed interest earned on principal balance.

**OPEB - Retiree Healthcare Fund - 8890** Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$7,427,776	\$8,377,646	\$949,870	13%
2016	\$8,377,646	\$9,184,192	\$806,546	10%
2017	\$9,184,192	\$11,201,306	\$2,017,114	22%
2018	\$11,201,306	\$12,854,012	\$1,652,706	15%
2019	\$12,854,012	\$14,521,818	\$1,667,806	13%

The OPEB fund is used to accumulate resources to provide funding for future other post-employment benefits (OPEB) liabilities.

The FY19 fund balance increased by \$1.7m due to appropriations made by Town meeting from available funds and from the Health Claims Trust Fund, as well as investment earnings. FY20 is estimated to increase by \$1.7 million due to \$900k appropriations and estimated investment income.

Health Claims Trust Fund - 8860 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$3,692,046	\$2,808,350	(\$883,696)	-24%
2016	\$2,808,350	\$2,528,945	(\$279,405)	-10%
2017	\$2,528,945	\$2,248,008	(\$280,937)	-11%
2018	\$2,248,008	\$1,962,756	(\$285,252)	-13%
2019	\$1,962,756	\$1,698,927	(\$263,829)	-13%

Health Claims Trust Fund is a fund that is a holdover from when the Town was self-insured. All funds are Town funds. The Town is now insured on a premium-based plan through the Commonwealth's health insurance plans.

The FY19 fund balance decreased by \$263k due to a \$300k appropriation from the fund to the OPEB fund combined with interest earnings received. FY20 also used \$300k to fund the OPEB fund, and also assumes interest income.



Town of Arlington Standing Financial Policies & Practices

Balanced Budget: The Town defines a balanced budget as a budget in which receipts are greater than (or equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.

Free Cash Practice: The Town of Arlington appropriates up to 50% of the prior year's Certified Free Cash Balance as an operating revenue with a majority vote of Town Meeting.

Capital Budget: The Town Manager shall present a Capital Budget equal to 5% of projected revenues. The Town has followed this practice since 1986.

Town of Arlington Historical Override Policies & Commitments

- 1) *Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period. – Current projections have extended the plan to cover FY2012-FY2021.*
- 2) *If the override passes there will be no Pay As You Throw (PAYT) fee implemented in FY2012, but the placement of a ballot question regarding a revenue neutral PAYT option will be considered in FY2013. – This ballot question was not advanced due to the Town's implementation of a mandatory recycling program in FY2013 which has stabilized both hauling and waste disposal costs.*
- 3) *Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference. – This commitment has been maintained and this year's Town operating budget proposes a 3.25% increase. Due to continuing enrollment growth, a school funding increase above 3.5% is proposed and discussed herein.*



4) *Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:*

a) Deposited into the override stabilization fund to extend the three year override period;

b) Used to preserve services; and

c) To satisfy any and all negotiated items between the Town Manager, employees, and retirees. – The override period has been extended to nine years from the original three-year period based to a large degree on health care savings and the first year health care savings also supported FY2012 wage settlements with employee bargaining units. For future planning purposes, health care premiums are projected to grow at 5.25%, which more accurately reflects the historical average annual growth of Group Insurance Commission premiums.

5) *An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – This commitment has been met.*

6) *Reserves shall be maintained in an amount equivalent to at least 5% of the budget. – This commitment is being maintained.*

At the time the 2011 override was proposed, the Town was facing a projected deficit of \$6 million. Also at that time, the Legislature was discussing giving municipalities more authority to control their health care plans and costs. Optimistically, it was assumed that some changes would be made to allow the Town to save \$1 million. The proposed override was then set at \$6.49 million, an amount that projected to maintain current service levels for three years.

Approximately a month after the override passed, the State approved a significant health care reform law for municipalities that provided authority to make health care plan designs which matched what the State provides to its employees and also authorized municipalities to join the State's health care plan. As a result, Arlington joined the State's health care plan, the Group Insurance Commission (GIC) and has achieved significant savings which have enabled the Town to stretch the three-year plan to a nine-year plan. We are mindful of the strong desire of residents to maintain quality services and the sacrifices they made by supporting the override. We are committed to pursue all appropriate productivity improvements and cost reduction measures in order to sustain these quality services.



Balancing Community Needs with Fiscal Prudence

Balancing Community Needs with Fiscal Prudence

Beginning in the fall of 2014, the Long Range Planning Committee (LRPC) held a series of discussions focused on the future of Town and School budgets and the amount by which they should grow on an annual basis. These discussions were prompted by the desire of committee members to explore strategies that could extend the life of the current Long Range Plan (LRP) and thereby forestall the next time an operating override would need to be considered. These discussions resulted in a number of recommendations being adopted for the FY2016 budget based upon the following principles:

- 1) Exercising fiscal prudence to maintain financial stability through the success of a future operating override.
- 2) Balancing prudence with recognition of the needs and expectations of Arlington residents and building Town and School budgets accordingly.
- 3) Committing to strategically address the findings of the Comparative Compensation Study within the confines of the proposed long range planning parameters.

Based upon these principles, and the ongoing discussion of the Long Range Planning Committee, the following commitments are being maintained within the Long Range Plan:

- Health insurance premium growth is projected at 5.25% annually, mirroring the 10 year average premium growth of the GIC.
- Free Cash is assumed to be certified each year at the 10-year average certified amount.
- The rate of growth in annual pension costs is maintained at or below 5.5%.
- Annual budget growth for Town Departments is set at 3.25% for FY2018 and beyond.
- Annual budget growth for the general education portion of the School Department budget is maintained at 3.5% for FY2019 and beyond.

In addition to these commitments, the Town also maintains its commitment to addressing the financial pressures associated with Arlington's growing student enrollment. A funding formula, referred to as "Growth Factor" was first implemented in FY2015. The details of this formula and its budgetary impact are described below.



SECTION IX

GLOSSARY



GLOSSARY OF TERMS

Assessment/Offsets	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and MBTA assessments.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school-related BANs may be deferred up to seven years, if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Capital (Includes Debt Service):	The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds, updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds:	State funds derived from transportation bond authorizations and apportioned to communities for road projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant.
Collective Bargaining:	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some or all of its employees, who are represented by a recognized labor union.



Debt Exclusion:	A debt exclusion is the amount levied to the taxpayers in addition to the usual tax limit under Proposition 2 ½ to pay for the debt service on bonds issued for large capital projects. The amount of the tax increase is net of any reimbursement from the state, for example, for school building projects. The debt exclusion remains in effect until the bonds are fully paid.
Designated Unreserved Fund Balance:	A limitation on the use of all or part of the expendable balance in a governmental fund.
Enterprise Funds:	An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the surplus or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Arlington has five enterprise funds: Council on Aging Transportation, Recreation, Ed Burns Arena, Water & Sewer, and Arlington Youth Counseling Center.
Enterprise Fund Debt:	Debt service funded from Water & Sewer rates or other enterprise fund revenue.
Equalized Valuations (EQVs):	The calculation of the full and fair cash of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in determining some state aid accounts and for calculating county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biennially determining an equalized valuation for each city and town in the Commonwealth.
Excess Levy Capacity:	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Select Board must be informed of excess levy capacity and its acknowledgement must be submitted to DOR when setting the tax rate.
Excluded or Exempt Debt:	Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.
Fiscal Year:	A fiscal year runs July 1 through June 30. For example, fiscal year 2021 runs from July 1, 2020 through June 30, 2021.



Foundation Budget:	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
Free Cash:	A revenue source that results from the calculation of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It includes actual revenue receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year, plus unexpended free cash from the previous year. After the books are closed for the year, fund balances are submitted to the Department of Revenue for certification, generally in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.
GASB 34:	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends, and prospects for the future.
GASB 45:	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
GIS:	Geographic Information System, a computerized mapping system and analytical tool that allows a community to access information on a parcel, area, or community wide basis. It also allows parcels to be identified and sorted on the basis of specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains, as well as other data.
Levy Ceiling:	A levy ceiling is a restriction on the tax levy, imposed by MGL Ch. 59 §21C (Proposition 2½). It requires property taxes not exceed 2½ percent of the total full and fair cash value of all taxable property, in other words, the maximum tax rate cannot increase by more than \$25 per \$1,000 of value. Property taxes levied may exceed this limit only if the community passes a capital, debt, or special exclusion.



Levy Limit:	MGL Ch. 59 §21C (Proposition 2 ½) states that the real and personal property taxes imposed by a city or town (the levy) may grow each year by 2½ percent above the prior year's levy limit, plus new growth, plus any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital, debt, or special exclusion.
Local Receipts:	Local receipts revenue collected through departmental operations. The primary local receipts are motor vehicle excise taxes, interest income, permits, licenses, fines, and fees.
Tax Levy Limit:	This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.
M.G.L.:	The Massachusetts General Laws, the official laws of the Commonwealth of Massachusetts.
Municipal Departments:	Board of Selectmen, Town Manager, Human Resources, Comptroller, Treasurer, Postage, Assessors, Information Technology, Legal, Town Clerk, Parking, Planning & Community Development, Facilities, Public Works, Police, Fire, Inspectional Services, Libraries, Health and Human Services, Board of Health, Veterans' Services, Council on Aging, Enterprise Funds (Water/Sewer, Recreation, Ed Burns Arena, Council on Aging Transportation, Youth Counseling Center), and other related boards (Board of Registrars, Redevelopment Board, and Zoning Board of Appeals).
MWRA Debt Shift:	The Town has accepted provisions of M.G.L., Ch. 59 § 21C whereby water and sewer debt costs are subsidized by taxes. Per vote of the Board of Selectmen, the MWRA Debt Shift has been fixed at \$5,593,112 since FY2007. It will be phased out in three phases starting in FY2021.
New Growth:	New Growth is previously untaxed property, such as when a property owner makes improvements to an existing home or business or builds a new building. It increases the assessed value and adds to the levy limit.
Non-Appropriated Expenses:	Expenses which are contained on the Cherry Sheet from the state and charged to the Town, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. The Overlay is also included in non-appropriated expenses.
Non-Departmental (Healthcare & Pensions):	The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.



Non-Exempt Debt:	Debt service that is funded by the General Fund and within the limitations of Proposition 2½ i.e., debt that has is not being paid for through a debt exclusion.
OPEB:	Other Post-Employment Benefits, benefits, other than pensions, paid or owed to retired Town employees for health insurance, life insurance, or other similar benefits. OPEB creates a liability on the Town's balance sheet, similar to a pension fund liability. The Town has created an OPEB Trust Fund to offset that liability and is adding funds annually.
Override:	Under the provisions of MGL Ch. 59 §21C (Proposition 2½), voters may increase the Levy Limit to fund operating expenses by passing an operating override. This increase is a permanent change to the levy limit. An override may not increase the levy limit above the levy ceiling.
Overlay:	This amount is requested and set aside by the Assessors to cover any property tax abatements. Each year any remaining amount may, at the discretion of the Assessors, be used as a source of revenue.
Override Stabilization Fund:	The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As a result of the 2011 override, the Town made appropriations to the Fund through FY2018. In FY2019, the Town started to withdraw funds to balance the operating budget and it is projected to be depleted in FY2023.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½:	A State law enacted in 1980 and encoded in MGL Ch. 59 §21C Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations. It established levy ceilings and levy limits for all cities and town in Massachusetts.



Reserve Fund:	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.
School Department:	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by a two-thirds vote of Town Meeting.
Tax Title:	As collection procedure that secures a city or a town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years lapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
Town Meeting:	The legislative branch of town government. The Annual Town Meeting occurs each year in the spring and special town meetings sometimes meet in the fall or winter. Town Meeting authorizes all budget appropriations and debt issuances and it enacts changes to the Town's bylaws and zoning.
Warrant Articles:	The business agenda for Town Meeting is the warrant and the individual items are articles.